DOCUMENT RESUME

ED 133 569 08 CE 009 650

AUTHOR	Persons, Edgar A.; Swanson. Gordon I.
TITLE	Small Business Management Volume II: Business Analysis. An Adult Education Program.
INSTITUTION	Minnesota Univ., St. Paul. Dept. of Agricultural Education.; Minnesota Univ., St. Paul. Dept. of Vocational Education.
SPONS AGENCY	Office of Education (DHEW), Washington, D.C.
REPORT NO	VT-103-483
PUB DATE	May 76
GRANT	OEG-0-73-5245
NOTE	316p.; For related documents see CE 009 649-651 and CE 009 659
EDRS PRICE	MF-$0.83 HC-$16.73 Plus Postage.
DESCRIPTORS	*Accounting; Adult Education; *Bookkeeping; *Business Administration; Business Education; Instructional Materials; *Learning Activities; Management; Post Secondary Education; Recordkeeping; *Simulation
IDENTIFIERS	*Small Business Management

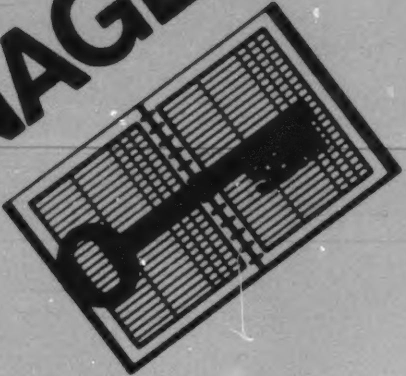
ABSTRACT

A practice problem in year-end business analysis is presented to provide experience with a system of single-entry bookkeeping as part of a small business management adult education program. The problem simulates an entire business year and includes transactions involving general business revenues and expenses pertaining to most small retailing organizations. A standardized chart of accounts is included which is generally adaptable to computerization and can be applied to most double-entry accounting systems. Data forms are included to aid in compiling the necessary information for a complete business analysis. Complete, step-by-step instructions for filling in the data forms specify the exact input required for each line and column on the data forms. Documentation for the business analysis includes a line-by-line description of each item contained in the table of analysis. The data form number and specific line numbers are also included. Appendixes contain keys to the practice problem and data forms and an analysis and interpretation of the business analysis problem. (This is one of four volumes produced by the project entitled, "Development, Demonstration, and Evaluation of Management Education Programs for Small Business Entrepreneurs, Including Minorities.") (Author/NJ)

****
* Documents acquired by ERIC include many informal unpublished *
* materials not available from other sources. ERIC makes every effort *
* to obtain the best copy available. Nevertheless, items of marginal *
* reproducibility are often encountered and this affects the quality *
* of the microfiche and hardcopy reproductions ERIC makes available *
* via the ERIC Document Reproduction Service (EDRS). EDRS is not *
* responsible for the quality of the original document. Reproductions *
* supplied by EDRS are the best that can be made from the original. *
****

ED133569

SMALL BUSINESS MANAGEMENT



U.S. DEPARTMENT OF HEALTH,
EDUCATION & WELFARE
NATIONAL INSTITUTE OF
EDUCATION
THIS DOCUMENT HAS BEEN REPRODUCED EXACTLY AS RECEIVED FROM THE PERSON OR ORGANIZATION ORIGINATING IT. POINTS OF VIEW OR OPINIONS STATED DO NOT NECESSARILY REPRESENT OFFICIAL NATIONAL INSTITUTE OF EDUCATION POSITION OR POLICY

Volume II

Business Analysis

AN ADULT
EDUCATIONAL
PROGRAM

CE 009 650

VT 103 483

The project presented or reported herein was performed pursuant to a Grant from the U.S. Office of Education, Department of Health, Education and Welfare. However, the opinions expressed herein do not necessarily reflect the position or policy of the U.S. Office of Education, and no official endorsement by the U.S. Office of Education should be inferred.

Developed pursuant to Grant No. OEG-0-73-5245
by the Division of Agricultural Education
in cooperation with the Research Coordinating Unit,
Department of Vocational Education,
University of Minnesota
St. Paul, Minnesota
Funded by the U.S. Office of Education under
Part I - Curriculum Development in Vocational and Technical Education
Vocational Education Amendments of 1968
Public Law 90-576
1976

Discrimination Prohibited -- Title VI of the Civil Rights Act of 1964 states: "No person in the United States, shall, on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be subjected to discrimination under any program or activity receiving federal financial assistance." Therefore, the Vocational and Technical Education program, like all other programs or activities receiving financial assistance from the Department of Health, Education, and Welfare, must be operated in compliance with this law.

SMALL BUSINESS MANAGEMENT
VOLUME II: BUSINESS ANALYSIS

Development, Demonstration and Evaluation of Management Education Programs for Small Business Entrepreneurs, Including Minorities

Project Directors: Edgar A. Persons, Ph.D.
Gordon I. Swanson, Ph.D.

Project Staff: Craig Schauffert
Rodger Palmer
Ruth Thomas
Peter Probasco
Eugene Norman

Division of Agricultural Education and the Research Coordinating Unit
University of Minnesota
St. Paul, Minnesota
May 1976

ACKNOWLEDGEMENTS

The work of many has helped shape this program of study. The directors and project staff wish to give credit to some of the people who have made special contributions to this effort:

Earl Bracewell, Lee Kuluvar, Sabra Mumford, Charles Painter, Milo J. Peterson, Donald Priebe and Kiyoshi Yumibe, consultants;

those who served the project on the professional and businessmen's advisory councils;

the instructors who tested the program during its pilot stage--Emil Hierl, Don Jonson, Roger Krueger, Eldon McCabe, Cliff Olson, Mel Sanderson, Manuel Torres, and Clinton Turner;

the staff of the Specialized Data Systems for their expertise in computerized business analysis;

the secretarial staff--Jeanine Stage, Lorraine Meyer and Susan Miller;

and special thanks to the small business entrepreneurs who cooperated with us during the initial phases of project development, demonstration and evaluation.

Table of Contents

INTRODUCTION 1

Chapter I. Small Business Accounting and Business Analysis Problem. 3

Chapter II. Chart of Accounts for General Accounting Systems 23

Chapter III. Data Forms for Small Business Record Analysis 29

Chapter IV. Instructions for Completing the Computer Data Forms 35

Chapter V. Sample Small Business Analysis Report 53

Chapter VI. Documentation for Completing the Business Analysis 69

Chapter VII. Guides to Interpretation of the Business Analysis 89

Chapter VIII. Appendices 99

Key to the Small Business Accounting and Business Analysis Problem 101

Key to the Data Forms for the Small Business Accounting and Business Analysis Problem 203

Analysis of Brown Furniture Company for Small Business Accounting and Business Analysis Problem 213

Introduction

The year-end business analysis is a crucial step in the complicated process of managerial decision-making. As stressed in Volume I, decision-making can take place most effectively if there are accurate business and family records from which to analyze the year's activities. The educational and decision-making processes are effectively utilized when the business and family progress is analyzed. The Small Business Management Program for adults capitalizes on the understanding and application of economic principles pertaining to the business and family goals. The curriculum and the business analysis lead to the understanding of the economic principles so that the business operator can utilize the principles in making sound management decisions.

A practice problem has been developed to familiarize instructors with a system of single entry bookkeeping. The problem has been detailed to simulate an entire business year. The transactions included in the practice problem are general business revenues and expenses that pertain to most small retailing organizations. Many instructors may feel that their knowledge of bookkeeping does not require them to work through the practice problem. It is, however, strongly recommended that all instructors work through the simulation problem to refresh and upgrade their understanding of bookkeeping techniques. A single entry system has been chosen as a first step in developing recordkeeping skills for those business operators who have little or no experience in keeping the records of their business. The problem can be used effectively with a double entry system but that system is not illustrated in this volume.

A standardized chart of accounts has also been developed for businesses that prefer or require more sophistication in the recordkeeping area. The chart of accounts is generally adaptable to computerization and can be applied to most double entry accounting systems. Facilities are being established to handle the computerization phase of the recordkeeping and year-end analysis.

Data forms have been developed to aid the instructors in compiling the necessary information for a complete business analysis. Regardless of the record system used by the business operator (single or double entry), the forms provide the necessary input for a comprehensive analysis of the financial part of the business.

The basic business analysis contains nine tables. Each table has been designed with a specific purpose in mind. Many of the tables use the same input information, yet the manner in which this information is portrayed leads the instructor and cooperator to understand different aspects of business and family organization and efficiency. The tables, when carefully examined, are a valuable tool in the decision-making process. They allow the instructor and cooperator to:

1) analyze the present situation;

2) locate problem areas;

3) size up the resources; and

4) evaluate the results expected from various alternative courses of action.

When the analysis is expanded to include departmentalization within the business, the above characteristics become increasingly more apparent. It is strongly recommended that the instructors persuade the cooperators to departmentalize their businesses to receive the full benefit of the year-end analysis, yet keep the recordkeeping process simple enough for the beginner to understand.

Complete instructions for filling in the data forms are included to ensure that the instructors know precisely how to record the necessary information for a complete year-end business and family analysis. These step-by-step instructions specify the exact input required for each line and column on the data forms.

Documentation for the business analysis includes a line-by-line description of each item contained in the tables of the analysis. The data form number and specific line number(s) are also included for ease in understanding the way in which the analysis has been formulated. Formulas and instructions in the documentation must be strictly followed to ensure the proper output of information from the business analysis.

Appendices include the key to the practice problem, data forms, business analysis and interpretation of the first business analysis. These exhibits allow the instructor to visually follow the entire sequence from recording the transaction through the business analysis. Although computerization of the analysis will eventually be implemented, all instructors should complete the practice analysis manually to ensure a complete understanding of the relationship between the final business analysis and the original business record from which the data was recorded.

Chapter I.

Small Business Accounting and Business Analysis Problem

A BUSINESS RECORD FOR 1975--AN EXERCISE IN BUSINESS ACCOUNTING
A Family Owned and Operated Furniture Business

Instructions

1. General

Use a sharp pencil. Do not use ink. Be neat and follow the instructions. Although this accounting exercise has been prepared for use with the Bookkeeping and Tax Record for Merchants (The Ideal System Company), the data can be used with other business record books. Study the book and read all the instructions before starting to work on the problem. Quantities should be recorded wherever possible throughout the book.

Many entries have been combined to save the student time. For example, the 52 payroll periods which the business operator recorded have been combined into monthly pay periods. Employer's share and employee's share of withholding taxes have been combined to simplify the problem. In making these types of changes, the essential characteristics of the business have not been altered. All the personal and business names are fictitious and any similarity to real people is coincidental.

2. Enter assets and liabilities for January 1, 1975 into your record book and depreciation schedules as follows:

   a. On the page entitled "Depreciation of Business Property," enter the year of purchase, original cost, and estimated life for all depreciable assets that have been purchased.

   b. Enter the values in the "Remaining Cost To Be Recovered" columns. Enter totals on the balance sheet in the "Summary" section.

   c. Total all columns but do not add depreciation charged this year until the end of the year.

   d. Enter values for both the assets and liabilities for January 1, 1975 on the balance sheet in the "Summary" section as shown in "Assets and Liabilities at Beginning of Year".

   e. Calculate total assets, total liabilities and business operator's net worth from the totals entered on the balance sheet.

3. Enter the January transactions into your record book (receipts, credit sales, expenses, merchandise purchases and supplementary information). Since many transactions have been combined, enter them month by month. Do not post the entire year's sales, then expenses, for example. This defeats the purpose of this practice set. Through this practice set, the student will become accustomed to the normal daily transactions that occur in most businesses. In order not to omit any items, work systematically and place a check mark next to each item after you have completed entry in the record book.

4. Enter the assets and liabilities for December 31, 1975 in the "Assets and Liabilities at the End of the Year" column on the balance sheet in the "Summary" section.

5. Enter totals of December 31, 1975 value of depreciable assets under the appropriate headings on the balance sheet.

6. Enter the totals entered on the balance sheet, calculate the end of year total assets, total liabilities and the business operator's end of year net worth.

7. Add all columns in the record book and bring them forward into the summary sections.

8. Using the percentages given after the December transactions, calculate the household and personal share of utilities. Also, prepare the "Statement of Income" in the "Summary" section. Be sure to indicate the gains or losses that occurred throughout the year on the sale or exchange or capital assets.

9. Calculate the value of unpaid labor from the supplementary data sheet. The necessary data are provided immediately following the end of year inventories.

10. Calculate the taxable net income or profit on "Schedule C." It may be necessary to complete Tax Form C-1 ("Salaries and Wages"), C-2 ("Repairs"), and C-3 ("Depreciation") before completing Schedule C.

Description of the Business

This business, run as a sole proprietorship, was purchased by Al Brown in 1965 together with inventory and display fixtures. It includes a 60' by 80' building which serves as both a place of business and a home for the family. It is located on a lot with more than ample space for customer parking. Mr. Brown financed the purchase of real estate by means of a real estate mortgage. He has a chattel mortgage on the personal property. He also leases a building for storage and set-up of some merchandise on a yearly basis and pays his rent by check.

The business is departmentalized into five major departments and one service department: 1) bedroom, 2) living and dining, 3) kitchen, 4) miscellaneous, 5) used and 6) trucking. Mr. Brown set up his depreciation without assigning any salvage value to any of the items except a cash register and his trucks. He has claimed an additional depreciation on only two capital assets purchased over the years (see starred items on next page).

Inventory of Depreciable Assets

January 1, 1975

Description	Year Bought	Cost	Salvage Value	Estim. Life	Annual Deprec.	Remaining Value (Incl. Salvage)
Fixtures & display units	1965	$2700	-	15	$180	$ 900
Dodge van	1967	2100	-	10	210	440
Fork lift	1969	3800	-	10	380	1520
Chevrolet pickup	1970	3500	$500	5	600	800
Display unit	1971	300	-	15	20	230
Cash register*	1972	800	200	10	44	508
Ford pickup*	1973	2000	250	5	270	1060
Adding machine	1974	200	-	10	20	189
Building	1965	37000	-	25	1480	22200
		$52400				$27847

12

Beginning Merchandise Inventory*

Description	Quantity	Price	Value
Bedroom	14	$400	$5600
Living and Dining	18	450	8100
Kitchen	22	325	7150
Miscellaneous	54	115	6210
Used	30	85	2550

Beginning of Year--Other Assets

Description	Value
PERSONAL	
Cash surrender value of life insurance	$ 760
Savings account	375
Cash in the bank	350
Household goods	3,500
Clothing and jewelry	750
Family auto	2,700
Snowmobile	700
Other personal assets	2,800
Dwelling	15,860
BUSINESS	
Cash in the bank	2,925
Accounts receivable (0-30 days, Craig Oman $802; 30-60 days, John Palmer $105; 60-90 days, Sam Smith $43)	950
Bare land	3,000

Beginning of Year--Liabilities

Description	Value
PERSONAL	
People's State Bank (auto and snowmobile)	$1,966
BUSINESS	
4th Quarter 1974 Tax Deposits	800
Farout National Bank (real estate mortgage)	29,873
Diverse Credit Agency (trucks)	4,187
Accounts payable for merchandise (Norman Enterprises $1581; Quik Furniture $1446)	3,027

*ASSUMPTION: Throughout this entire practice set, it must be assumed that the costs per unit remain constant as they pertain to the various departments. This allows the participant to perform a monthly inventory count as well as a monthly income statement.

January Transactions

Date	Description	Amount
Business Receipts		
2	Received on account (Sam Smith $43; Craig Oman $802)	$ 845
4	2 Kitchen units (cash sale)	1,691
4	1 Kitchen unit (credit sale--B. Stage)	284
7	14 Miscellaneous units (cash sale)	1,505
14	1 Bedroom unit (cash sale)	425
14	1 Bedroom unit (credit sale--S. Furlong)	375
20	3 Living and dining units (cash sale)	2,497
20	1 Living and dining unit (credit sale--E. Williams)	425
25	3 Used units (cash sale)	246
28	Operating loan, Peoples State Bank	10,000
Business Expenses		
5	Truck licenses (County Registrar)	57
5	Truck insurance (Nelson Insurance)	325
6	Truck repair (Co-op)	86
6	Merchandise insurance (Farout Bank)	218
7	Window repair (John's Window)	129
8	Wages (Ed Toolittle--gross $600, withholdings $80)	520
8	Wages (Emil Gonzales--gross $500, withholdings $71)	429
9	Window repair (John's Window)	201
12	Paid on accounts payable (Quik Furniture)	500
15	4th Quarter 1974 Deposits of withholding taxes (employee and employer); employer's share $347)	800
16	Personal draw	800
Items Purchased For Resale		
22	21 Bedroom units (Wagner Distributing--credit)	6,300
23	12 Kitchen units (Norman Enterprises--cash)	3,000
23	6 Kitchen units (Sam's Furniture--credit)	1,500
25	3 Used units (Fabrics, Inc.--cash)	227
Household and Personal Expenses		
5	Recreation	21
15	Hospital and clinic	84
20	Auto and snowmobile payment (principal $103, interest $27)	130
25	Gifts	17
27	Groceries	135
29	Church donations	30

February Transactions

Date	Description	Amount
Business Receipts		
2	Received on account (John Palmer)	$ 55
4	8 Used units (cash sale)	1,400
5	6 Bedroom units (cash sale)	2,375
5	1 Bedroom unit (credit sale--S. Stugen)	425
8	7 Kitchen units (cash sale)	2,322
8	1 Kitchen unit (credit sale--B. Cope)	317
8	1 Kitchen unit (credit sale--D. Swanson)	286
12	10 Living and dining units (cash sale)	5,502
12	1 Living and dining unit (credit sale--R. Peterson)	391
12	1 Dining unit (credit sale--Z. Leske)	507
14	Trucking	1,170
15	17 Miscellaneous units (cash sale)	2,955
Business Expenses		
1	Fire insurance on building (Nelson Insurance)	307
5	Freight (Hyland Trucking)	411
7	Paid on accounts (Norman Enterprises $1,581; Quik Furniture $946)	2,527
8	Wages (Ed Toolittle--gross $600, withholdings $80)	520
8	Wages (Emil Gonzales--gross $500, withholdings $71)	429
11	Fork lift repair	97
18	Personal draw	600
Items Purchased For Resale		
3	5 Living and dining units (Probasco, Inc.--cash)	1,750
3	5 Living and dining units (Probasco, Inc.--credit)	1,750
8	7 Living and dining units (Yumibe Sales--cash)	2,625
17	30 Miscellaneous units (Warner Enterprises--cash)	2,760
19	5 Used units (Fabrics, Inc.--cash)	326
Household and Personal Expenses		
9	Recreation	32
10	Dentist	133
23	Auto and snowmobile payment (principal $104, interest $26)	130
27	Groceries	107
28	Tuition and books	208

March Transactions

Date	Description		Amount
Business Receipts			
1	Received on account--B. State	$200	
	E. Williams	425	
	B. Copa	317	
	R. Peterson	391	$1,333
6	2 Bedroom units (credit sale--R. Dowdell)		818
8	6 Bedroom units (cash sale)		4,272
13	1 Kitchen unit (credit sale--B. Marvin)		219
21	10 Kitchen units (cash sale)		5,498
27	1 Kitchen unit (credit sale--S. Persons)		183
28	Received on account --B. Stage	$84	
	S. Furlong	275	
	John Palmer	50	409
Business Expenses			
1	Rent paid on storage building (Al Loose)		300
9	Wages (Ed Toolittle--gross $600, withholdings $80)		520
9	Wages (Emil Gonzales--gross $500, withholdings $71)		429
12	Telephone (3 months)		45
15	Personal draw		800
16	Fuel and heat (L.P. Gas Company--3 months)		375
17	Paid on account--Sam's Furniture	$1500	
	Wagner Distrib.	4300	5,800
18	Wages for son for part-time work (Brown Jr.--1 month equivalent)		250
28	Paid People's State Bank on operating loan (principal $5700, interest $300)		6,000
Items Purchased For Resale			
9	2 units of used merchandise (Gene's Repair--on credit)		100
10	1 unit of used merchandise (Fabrics, Inc.--cash)		87
28	3 used units (Fabrics, Inc.--cash)		187
Household and Personal Expense			
1	Church donations		75
3	Life insurance		186
6	Hospital and doctor		76
8	Drugs		82
14	Auto and snowmobile payment (principal $106, interest $24)		130
17	Groceries		119
19	Auto gasoline (3 months)		125
28	Clothing		110

April Transactions

Date	Description		Amount
Business Receipts			
1	3 Bedroom units (cash sale)		$1,250
1	1 Bedroom unit (credit sale--C. Schauffert)		350
5	6 Kitchen units (cash sale)		3,056
5	1 Kitchen unit (credit sale--P. Norman)		28[illegible]
5	1 Kitchen unit (credit sale--A. Phillips)		258
9	Received on account--S. Furlong	$100	
	S. Skugen	425	
	D. Swanson	286	
	Z. Leske	307	1,118
12	21 Miscellaneous units (cash sale)		2,415
21	13 Used units (cash sale)		2,105
22	Received on account--R. Dowdell	$818	
	S. Persons	183	1,001
Business Expenses			
1	Diverse Credit Agency (principal $650, interest $150)		800
15	Wages (Ed Toolittle--gross $600, withholdings $80)		520
15	Wages (Emil Gonzales--gross $500, withholdings $71)		429
15	1st Quarter 1975 deposits of withholding taxes (employer's share $347)		800
20	Personal draw		1,200
22	Paid on accounts--Wagner Distributing	$2,000	
	Probasco, Inc.	1,000	
	Gene's Repair	100	3,100
Items Purchased For Resale			
3	8 Living and dining units (Bill's Furniture--cash)		3,062
8	3 Bedroom units (Quik Furniture--credit)		1,081
9	4 Bedroom units (Minneapolis Distributors--cash)		1,400
15	20 Miscellaneous units (Yumibe Sales--cash)		1,800
19	12 Miscellaneous units (Warner Enterprises--credit)		1,084
24	6 Used units (Fabrics, Inc.--cash)		353
Household and Personal Expenses			
9	Federal Income Tax		589
13	State Income Tax		324
25	Concert tickets		24
27	Clothes		75
28	Auto insurance (entire year)		317
30	Auto and snowmobile payment (principal $107, interest $23)		130
30	Groceries		97

May Transactions

Date	Description		Amount
Business Receipts			
1	Received on account--B. Marvin	$219	
	P. Norman	200	$ 419
5	8 Miscellaneous units (cash sale)		1,920
7	20 Miscellaneous units (credit sale--Dave's Wholesalers)		2,300
7	1 Bedroom unit (credit sale--B. Greenwood)		290
8	1 Kitchen unit (credit sale--C. Dee)		207
9	9 Kitchen units (cash sale)		3,108
9	1 Kitchen unit (credit sale--C. Schauffert)		260
11	Received on account--Z. Leske		200
17	4 Bedroom units (cash sale)		2,710
23	7 Used units (cash sale)		1,595
Business Expenses			
1	Paid on account--Probasco, Inc.		750
2	Wages (Ed Toolittle--gross $600, withholdings $80)		520
2	Wages (Emil Gonzales--gross $500, withholdings $71)		429
14	Front door repairs		15
15	Personal draw		600
17	Truck gasoline (Ace Service--600 gallons)		330
19	Truck oil change (Ace Service)		27
20	Hammer and tools (Deal Hardware)		23
22	Welding on fork lift		7
27	Real Estate Tax (1/2--County Commissioner)		832
Items Purchased For Resale			
3	3 Used units (Bill's Furniture--cash)		210
15	15 Kitchen units (Norman Enterprises--credit)		4,125
27	5 Used units (Fabrics, Inc.--cash)		386
Household and Personal Expenses			
6	Dry cleaning--clothing		7
15	New drapes		83
19	Groceries		74
21	Permanent hair set		18
28	Auto and snowmobile payment (principal $108, interest $22)		130
29	New charcoal grill and picnic table		112

June Transactions

Date	Description	Amount
Business Receipts		
1	Trucking	$ 312
13	9 Bedroom units (cash sale)	6,826
15	1 Bedroom unit (credit sale--F. Woltjer)	381
17	1 Bedroom unit (credit sale--S. Persons)	276
19	1 Bedroom unit (credit sale--D. Schmidt)	317
20	Received on account--P. Norman $ 86 Dave's Whole. 1300 A. Phillips 258	1,644
23	17 Miscellaneous units (cash sale)	3,825
23	10 Miscellaneous units (credit sale--Dave's Wholesalers)	2,255
28	9 Living and dining units (cash sale)	4,156
28	2 Living and dining units (credit sale--L. Schiller)	749
29	1 Dining unit (credit sale--S. Oman)	495
30	15 Used units (cash sale)	1,175
30	Received on account--B. Greenwood	290
Business Expenses		
7	Paint (P. & L. Paint Co.)	48
8	Telephone (3 Months)	56
8	L. P. Gas (3 months--L. P. Gas Co.)	159
8	Electricity (3 months)	183
10	Gravel and grading of driveway (Tweed Construction)	140
28	1975 Chevrolet truck ($4,598 list price; received $1,698 on 1970 Chevrolet pickup traded in to Twin Cities Chevy)	2,900
30	Farout National Bank (real estate loan--principal $1700, interest $348)	2,048
30	Wages (Ed Toolittle--gross $600, withholdings $80)	520
30	Wages (Emil Gonzales--gross $500, withholdings $71)	429
30	Personal draw	600
30	Paid on account--Warner Enterprises $ 584 Quick Furniture 1081	1,665
Items Purchased For Resale		
3	3 Kitchen units (Fabrics, Inc.--cash)	810
10	9 Bedroom units (Norman Enterprises--cash)	2,700
10	3 Living and dining units (Probasco, Inc.--credit)	1,125
14	12 Miscellaneous units (Quik Furniture--cash)	1,080
30	4 Used units (Fabrics, Inc.--cash)	285
Household and Personal Expenses		
7	Church donations	121
8	Dentist	89
19	Glasses	46
25	Groceries	102
30	Auto and snowmobile payment (principal $110, interest $20)	130
30	Birthday gifts	55

Supplementary Information

New truck set up with 5 year life, and a salvage value of $1200

July Transactions

Date	Description	Amount
2	10 Used units (cash sale)	$ 850
7	2 Bedroom units (cash sale)	808
7	1 Bedroom unit (credit sale--J. McNally)	409
7	1 Bedroom unit (credit sale--A. Boreen)	383
9	2 Living and dining units (cash sale)	1,246
9	1 Dining unit (credit sale--B. Stage)	104
15	Received on account--Dave's Wholesalers $1,000	
	C. Dee 207	
	F. Woltjer 381	1,588
18	20 Miscellaneous units (cash sale)	4,300
18	20 Miscellaneous units (credit sale--Palmer's, Inc.)	2,300
20	1 Kitchen unit (credit sale--J. Barnes)	308
Business Expenses		
5	Truck repair (Ace Service)	87
9	Paint outside of building (Minnesota Painters, Inc.)	495
12	Freight (Hyland Trucking)	94
15	Paid on account--Warner Enterprise $ 500	
	Norman Enterprise 3125	3,625
16	2nd Quarter 1975 deposits of withholding taxes (employer's share $347)	800
21	Wages (Ed Toolittle--gross $600, withholdings $80)	520
21	Wages (Emil Gonzales--gross $500, withholdings $71)	429
23	Personal draw	900
Items Purchased For Resale		
8	7 Living and dining units (Probasco Inc.--cash)	2,800
16	12 Miscellaneous units (Sam's Furniture--cash)	1,380
16	36 Miscellaneous units (Warner Enterprises--credit)	4,180
25	6 Kitchen units (Sam's Furniture--credit)	1,595
27	7 Used units (Fabrics, Inc.--cash)	574
Household and Personal Expenses		
5	Church donations	60
8	Medicine and drugs	16
13	Drapes and curtain rods	312
17	Groceries	123
21	Auto and snowmobile payment (principal $112, interest $18)	130
27	Supplies and miscellaneous	32
30	Clothes	105

August Transactions

Date	Description		Amount
Business Receipts			
5	9 Kitchen units (cash sale)		$5,819
5	1 Kitchen unit (credit--P. Nutte)		281
5	1 Kitchen unit (credit--I.M. Board)		305
5	1 Kitchen unit (credit--Sam Smith)		177
9	2 Bedroom units (cash sale)		1,782
18	17 Miscellaneous units (credit--Lakeview Apartments)		1,343
21	Received on account--Dave's Wholesalers	$2255	
	S. Oman	495	
	D. Schmidt	317	3,027
24	Sold Dodge van		845
Business Expenses			
5	Legal (S. & S. Attorneys)		283
8	Display unit repair (Jim's Repair)		81
13	Locksmith--building doors (Larry's Locks)		19
15	Paid on account--Norman Enterprises	$1000	
	Probasco, Inc.	1125	2,125
15	Wages (Ed Toolittle--gross $600, withholdings $80)		520
15	Wages (Emil Gonzales--gross $500, withholdings $71)		429
18	Truck gasoline (Ace Service--600 gallons)		330
19	Personal draw		1,700
Items Purchased For Resale			
17	5 Bedroom units (Quik Furniture--credit)		1,925
19	6 Miscellaneous units (Yumibe Sales--cash)		487
21	2 Kitchen units (Sam's Furniture--cash)		578
Household and Personal Expenses			
3	Doctor		82
7	Medication		15
9	Groceries		99
15	Auto and snowmobile payment (principal $113, interest $17)		130
23	Vacation		570
27	Auto tires		97
30	Life insurance		223
30	School tuition		284
Supplementary Information			
	Received yearly rent payment for renting part of Brown's parking lot to the store next door.		600

September Transactions

Date	Description		Amount
Business Receipts			
1	10 Miscellaneous units (credit sale--Smith's Development)		$ 1,087
2	2 Kitchen units (cash sale)		656
2	1 Kitchen unit (credit sale--R. Dowdell)		325
5	3 Bedroom units (cash sale)		2,199
5	1 Bedroom unit (credit sale--A. Startt)		274
9	7 Used units (cash sale)		3,622
15	Received on account--S. Persons	$ 276	
	J. McNally	200	
	A. Boreen	383	859
18	3 Living and dining units (cash sale)		2,282
18	1 Living and dining unit (credit sale--B. Copa)		452
27	Received on account--B. Stage	$ 104	
	L. Schiller	749	
	Palmer's Inc.	2300	3,153
Business Expenses			
4	Wages (Ed Toolittle--gross $600, withholding taxes $80)		520
4	Wages (Emil Gonzales--gross $500, withholding taxes $71)		429
10	Paid on account--Sam's Furniture	$1,595	
	Warner Enterprises	2,000	3,595
12	L.P. Gas (L. P. Gas Co.--3 months)		126
17	Telephone		73
20	Electricity		151
27	Wages for son (Brown Jr.--1 month equivalent)		250
28	Tires for truck (Ace Service)		212
Items Purchased For Resale			
7	5 Bedroom units (Wagner Distributing--credit)		1,710
11	12 Miscellaneous units (Quik Furniture--cash)		1,089
13	5 Kitchen units (Norman Enterprises--credit)		1,346
28	7 Used units (Fabrics, Inc.--cash)		421
Household and Personal Expenses			
3	Auto repair		71
15	Auto & snowmobile payment (principal $114, interest $16)		130
17	School expenses		75
19	School clothing		82
23	Groceries		127
26	New freezer		289
Supplementary Information			
	Mr. Brown received a check for a piece of personal property (real estate) he sold. Sale price $3,000; cost in 1964 $650.		3,000

October Transactions

Date	Description	Amount
Business Receipts		
3	1 Kitchen unit (cash sale)	$ 346
5	1 Bedroom unit (cash sale)	650
5	1 Bedroom unit (credit--E. Williams)	387
5	1 Bedroom unit (credit--S. Furlong)	202
6	Operating Loan (People's State Bank)	5,000
7	1 Living and dining unit (cash sale)	1,467
9	5 Used units (cash sale)	1,390
13	15 Miscellaneous units (credit--Dave's Wholesalers)	1,770
17	Trucking	214
21	Received on account--J. McNally $ 209	
	P. Nutte 281	
	Lakeview Apts. 1343	1,833
Business Expenses		
10	3rd Quarter 1975 deposits of withholding taxes (employer's share $347)	800
15	Wages (Ed Toolittle--gross $600, withholding taxes $80)	520
15	Wages (Emil--gross $500, withholdings $71)	429
17	Real estate taxes (1/2,County Commissioner)	832
19	Rent on storage building (Al Loose)	1,200
20	Paid on account--Warner Enterprises $2180	
	Quik Furniture 925	
	Wagner Distributing 1000	4,105
23	Day labor hired (Employer's Overload--7 1/2 days)	150
25	Freight (Hyland Trucking)	421
27	Personal draw	700
Items Purchased For Resale		
1	5 Bedroom units (Wagner Distributing--cash)	1,840
2	10 Miscellaneous units (Warner Enterprises--cash)	935
2	8 Miscellaneous units (Warner Enterprises--credit)	748
24	3 Used units (Anderson's Storage Co.--credit)	177
31	5 Living and dining units (Probasco, Inc.--credit)	1,867
31	6 Used units (Fabrics, Inc.--cash)	411
Household and Personal Expenses		
3	Gifts	36
4	Dentist	193
5	Groceries	142
7	Auto and snowmobile payment (principal $116, interest $14)	130
10	Auto gasoline	147

November Transactions

Date	Description		Amount
Business Receipts			
3	5 Used units (cash sale)		$1,385
5	Received on account--I.M. Board	$ 305	
	Sam Smith	177	482
7	22 Miscellaneous units (credit--Lakeview Apartments)		2,118
11	4 Bedroom units (cash sale)		2,793
11	1 Bedroom unit (credit--B. Greenwood)		350
15	1 Bedroom unit (credit sale--R. Dowdell)		275
18	6 Living and dining units (cash sale)		4,044
19	1 Dining and living unit (credit--John Palmer)		120
20	Received on account--J. Barnes	$308	
	R. Dowdell	325	633
23	7 Kitchen units (cash sale)		3,456
23	1 Kitchen unit (credit sale--C. Turner)		96
Business Expenses			
5	Wages (Ed Toolittle--gross $600, withholdings $80)		520
5	Wages (Emil Gonzales--gross $500, withholdings $71)		429
9	Supplies (Deal Hardware)		195
15	Paid on account--Quik Furniture	$1000	
	Norman Enterprise	1346	
	Wagner Distributing	710	3,056
17	Freight (Hyland Trucking)		287
25	Truck gasoline (Ace Service -- 650 gallons)		350
29	Personal draw		800
Items Purchased For Resale			
2	42 Miscellaneous units (Minneapolis Furniture--credit)		3,612
19	3 Bedroom units (Wagner Distributing--credit)		1,023
23	6 Kitchen units (Sam's Furniture--credit)		1,536
26	8 Living and dining units (Probasco Inc.--cash)		2,616
29	5 Used units (Fabrics, Inc.--cash)		415
Household and Personal Expenses			
6	Health insurance		281
10	Auto and snowmobile payment (principal $117, interest $13)		130
14	Christmas gifts		97
17	Recreation		105
19	Groceries		121
27	Church donation		55

December Transactions

Date	Description		Amount
Business Receipts			
3	Received on account--Smith's Development	$1087	
	B. Copa	452	
	E. Williams	387	$1,926
3	5 Used units (cash sale)		917
5	42 Miscellaneous units (cash sale)		6,956
6	1 Kitchen unit (cash sale)		694
12	7 Bedroom units (cash sale)		2,933
15	1 Bedroom unit (credit--D. Lite)		315
23	10 Living and dining units (cash sale)		7,701
26	Received on account--Dave's Wholesalers	$1770	
	B. Greenwood	350	
	John Palmer	120	2,240
27	1 Living and dining unit (credit--M. Torres)		285
29	1 Living and dining unit (credit sale--M. Sanderson)		270
30	5 Kitchen units (cash sale)		1,792
Business Expenses			
3	Farout National Bank (real estate loan--principal $1700, interest $308)		2,008
6	Advertising (entire year)		600
11	L. P. Gas (L. P. Gas Co.--3 months)		311
12	Telephone		62
13	Electricity		193
15	Paid on account--Warner Enterprises	$ 748	
	Anderson's Storage	177	
	Probasco, Inc.	1867	
	Mpls. Furniture	2612	
	Wagner Distributing	1023	6,427
21	Wages (Ed Toolittle--gross $600, withholdings $80)		520
21	Wages (Emil Gonzales--gross $500, withholdings $71)		429
26	Day labor (15 days--Employer's Overload)		220
28	Truck licenses (State of Minnesota)		136
30	Diverse Credit Agency (truck loan--principal $1400, interest $350)		1,750
31	Personal draw		850
31	Bonus (Ed Toolittle)		100
31	Bonus (Emil Gonzales)		100
Items Purchased For Resale			
7	20 Miscellaneous units (Quik Furniture--cash)		1,780
11	7 Bedroom units (Wagner Distributing--cash)		2,282
16	8 Kitchen units (Norman Enterprises--cash)		2,112
21	12 Living and dining units (Sam's Furniture--cash)		4,260
31	9 Used units (Fabric, Inc.--cash)		286
Household and Personal Expenses			
5	Gifts		156
13	Auto and snowmobile payment (principal $119, interest $11)		130
17	Groceries		145
21	Clothing		87
22	Auto gasoline		103

December Transactions--Continued

Date	Description	Amount

Supplementary Information

Utilities utilization for summary and analysis purposes:

Business	70%
Personal	30%
	100%

Payroll Supplementary

The employer's share of payroll taxes must be set aside each month. Brown Furniture has set aside the following amounts for the quarterly payments.

January	$115
February	116
March	116
April	115
May	116
June	116
July	115
August	116
September	116
October	115
November	116
December	116
Total	$1388

These amounts must be placed in the payroll section of the account book.

End of Year Merchandise Inventory

Description	Quantity	Price		Value
Bedroom	11	$400		$4,400
Living and dining	23	450		10,350
Kitchen	11	325		3,575
Miscellaneous	21	115		2,415
Used	21	85		1,785
			Total	$22,525

End of Year--Other Assets

Description	Value
PERSONAL	
Cash surrender value of life insurance	$ 820
Savings account	1,132
Cash in the bank	711
Household goods	4,300
Clothing and jewelry	900
Family auto	2,100
Snowmobile	600
Other personal assets	2,150
Dwelling	15,860
BUSINESS	
Cash in the bank	32,821
Accounts receivable (0-30 days, $870; 30-60 days, $2489; 60-90 days, $202; greater than 90 days, $884)	4,445
Bare land	3,000

End of Year--Liabilities

Descriptions	Value
PERSONAL	
People's State Bank (auto and snowmobile loan)	$ 637
BUSINESS	
4th Quarter 1975 Tax Deposits	800
Farout National Bank (real estate mortgage)	26,473
Diverse Credit Agency (truck loan)	2,137
People's State Bank (operating loan)	9,300
Accounts payable for merchandise (0-30 days, $0; 30-60 days, $2536; 60-90 days, $0; greater than 90 days, $0)	2,536

PERCENTAGE ALLOCATION OF EXPENSES FOR PRACTICE PROBLEM

CODE NUMBER	DEPT. 1	DEPT. 2	DEPT. 3	DEPT. 4	DEPT. 5	DEPT. 6
609	20 %	20 %	20 %	20 %	15 %	5 %
610	20	20	20	20	15	5
611	20	20	20	20	15	5
612	15	25	15	15	25	5
613	15	25	15	15	25	5
614	15	25	15	15	25	5
616	15	25	15	15	25	5
617	15	25	15	15	25	5
618	11	17	11	11	17	34
619	15	25	15	15	25	5
620	15	25	15	15	25	5
621	18	23	18	18	19	4
622	--	--	--	--	--	100
623	--	--	--	--	--	100
624	15	25	15	15	25	5
625	15	25	15	15	25	5
631	--	--	--	--	--	100
635	15	25	15	15	25	5
636	20	20	20	20	20	--
637	--	--	--	--	--	100
639	16	26	16	16	26	--
650	16	26	16	16	26	--
550	16	26	16	16	26	--
054	20	20	20	20	15	5
058	20	20	20	20	15	5
060	20	20	20	20	15	5
064	20	20	20	20	15	5

Chapter II.

Chart of Accounts for General Accounting Systems

SMALL BUSINESS MANAGEMENT STANDARDIZED CHART OF ACCOUNTS

100 - 199

100	CURRENT ASSETS
101	Cash - Bank Account
102	Cash - Petty Cash
108	Accounts Receivable Control (Total)
109	A/R 0-30 Days
110	A/R 30-60 Days
111	A/R 60-90 Days
112	A/R > 90 Days
114	Allowance for Bad Debts
115	Notes Receivable
116 - 119	Open Accounts
120	MERCHANDISE INVENTORY
121 - 139	Departmental Breakdown of Merchandise
140	Secondary Departments (i.e. used merchandise, etc.)
141 - 159	Secondary Departmental Breakdowns
160	OTHER CURRENT ASSETS
161	Prepaid Insurance
162	Prepaid Taxes
163 - 170	Open Accounts
179	Total Current Assets
180	FIXED ASSETS
181	Land
182	Buildings
183	Accumulated Depreciation - Buildings
184	Equipment & Fixtures
185	Accumulated Depreciation - Equipment & Fixtures
186	Vehicles
187	Accumulated Depreciation - Vehicles
190	TOTAL FIXED ASSETS
199	TOTAL ASSETS

200 - 299 LIABILITIES

200	CURRENT LIABILITIES
208	Accounts Payable Control (Total)
209	A/P 0-30 Days
210	A/P 30-60 Days
211	A/P 60-90 Days
212	A/P > 90 Days
216	Notes Payable - Bank
217	Notes Payable - Other
218	Interest Payable
219	Open Account

220 Employees Federal Withholding & FICA Payable
221 Employees State Withholding Tax Payable
222 Federal Unemployment Tax Payable
223 State Unemployment Tax Payable
224 State Sales Tax Payable
225 Property Tax Payable
226 - 249 Open Accounts

250 TOTAL CURRENT LIABILITIES

260 FIXED OR LONG-TERM LIABILITIES
261 Mortgage Payable
262 Intermediate Loans Payable
263 - 290 Open Accounts

295 TOTAL FIXED ASSETS

299 TOTAL LIABILITIES

300 - 399 OWNERS EQUITY

310 Capital Account - Business Operator
311 - 319 Open for Extra Capital Accounts
320 Withdrawals-Draw Account for Business Operator - Personal
321 Federal & State Estimated Taxes Paid (Separate From the Normal Draw Account-Personal)
322 - 349 Open Accounts
397 Net Profit

398 TOTAL EQUITY

399 TOTAL LIABILITIES PLUS EQUITY

400 - 499 SALES & REVENUES

420 SALES
421 - 439 Departmental Breakdown of Sales (i.e. 421.1, 421.2, 421.3)
440 Secondary Departments
441 - 459 Secondary Breakdown of Sales (i.e. 441.1, 441.2, 441.3)

460 Labor-Customer
461 Labor-Outside (Sublet)
462 Labor-Internal
463 Labor-Warranty

472 Parts-Internal
473 Parts-Warranty

475 Net Sales of Goods & Services

480 Interest Income
481 Rental Income
482 Royalties Income

490 Purchase Discounts
491 Volume Discounts
492 Other (Includes Capital Gains)
499 TOTAL INCOME

500 - 599 PURCHASES, COST OF GOODS & SERVICES SOLD

520 PURCHASES, COST OF GOODS & SERVICES SOLD
521 - 539 Departmental Breakdown (i.e. 521.1, 521.2, 521.3)
540 Secondary Departments
541 - 549 Secondary (i.e. 541.1, 541.2, 541.3)

550 Freight-in Costs
560 Cost of Goods Sold (Direct)
561 Cost-Sublet Labor
570 Cost-Labor Production

598 TOTAL COST OF GOODS SOLD

599 GROSS PROFIT

600 - 699 EXPENSES

605 Total Labor Costs - Unpaid Family Labor, Salaries & Wages, Payroll Taxes & Fringe Benefits
609 Paid Family Wages
610 Salaries & Wages
611 Payroll Taxes (FICA & Unemployment)
612 Advertising
613 Heat
614 Electricity
615 Water
616 Telephone
617 Insurance (Property, Liability, Etc.)
618 Interest Expense
619 Repair & Maintenance - Land
620 Repair & Maintenance - Buildings
621 Repair & Maintenance - Equipment & Fixtures
622 Repair & Maintenance - Vehicles
623 Gas, Oil & Grease
624 Legal & Accounting
625 Property Taxes
626 Charitable Contributions
627 Shop Expense
628 Office Expense
629 Entertainment & Promotion
630 Dues & Subscriptions
631 Licenses
632 Travel & Conventions
633 Policy Adjustment

634	Depreciation Expense - Control (Total)
635	Depreciation - Buildings
636	Depreciation - Equipment & Fixtures
637	Depreciation - Vehicles
638	Bad Debts Expense
639	Rent Expense
640	Cash Short/Long
641	Miscellaneous
642	Delivery Expense
643	Postage
644	Selling Expense
645	Employee Benefits
646	Trash or Garbage Removal
647	Breakage & Spoilage
648	Collection Expense
649	Bank Charges
650	Supplies
651 - 697	Open Accounts
698	TOTAL EXPENSES
699	NET OPERATING PROFIT OR LOSS

700 - 749 SALES OF ASSETS

710	Sales of Land
715	Cost of Land Sold
720	Sales of Buildings
725	Cost of Buildings Sold
730	Sales of Equipment & Fixtures
735	Cost of Equipment & Fixtures Sold
740	Sales of Vehicles
745	Cost of Vehicles Sold
749	TOTAL SALES OF ASSETS

750 - 799 PURCHASES OF ASSETS

760	Purchases of Land
770	Purchases of Buildings
780	Purchases of Equipment & Fixtures
790	Purchases of Vehicles
795	TOTAL PURCHASES OF ASSETS
798	TOTAL COST OF ASSETS SOLD
799	GAIN OR LOSS ON SALE OF ASSETS - NET BUSINESS PROFIT (TO BALANCE SHEET)

800 - 899 PERSONAL EXPENSES

813	Heat
814	Electricity
815	Water
816	Telephone
817	Insurance
818	Interest
819	Repairs & Maintenance - Land
820	Repairs & Maintenance - Buildings (Home)
821	Repairs & Maintenance - Equipment & Fixtures
822	Repairs & Maintenance - Vehicles

823	Gas, Oil & Grease
824	Legal & Accounting
825	Property Taxes
826	Contributions & Donations
830	Dues & Subscriptions
831	Licenses
832	Travel & Recreation
839	Rent
841	Miscellaneous
843	Postage
850	Supplies
860	Church
862	Medical Expenses
864	Food & Meals
866	Clothing
868	Education
870	Family Use of Goods & Services
321	Federal & State Estimated Tax Payments (Personal)
899	TOTAL PERSONAL EXPENSES
001 - 099	OTHER CATEGORIES
052	Number of Full-Time Workers Employed
054	Hours of Labor For Full-Time Workers
056	Number of Part-Time Workers Employed
058	Hours of Labor For Part-Time Workers
060	Hours of Unpaid Family Labor
062	Value of Unpaid Family Labor
064	Hours Worked By Operator
066	Hours Worked By Partners
068	Value of Partner's Labor
070	Total Money Borrowed - Business
074	Total Paid on Debts -Business (Principal Only)
076	Total Money Borrowed - Personal
078	Total Paid on Debts - Personal (Principal Only)
	% ALLOCATION AMONG DEPARTMENTS (If Actual Figures Unavailable)
080	Total Hours of Labor
082	Total Investment
084	Total Expenses
088	Total Non-Business Income (Personal)
090	Number of Persons Per Family
095	Adult Equivalents Per Family

Chapter III.

Data Forms for Small Business Record Analysis

SMALL BUSINESS ANALYSIS
UNIVERSITY OF MINNESOTA
USOE PROJECT V357013

COMPUTER DATA SHEET
FORM 1
1976

INVENTORY AND PERSONAL

IDENTIFICATION CODE _ _ _ _ _ _ _ _ _ _

OPERATORS NAME ____________________

BUSINESS NAME ____________________

SCHOOL ____________________

CITY ____________________

STATE ____________________

SUBMISSION DATE ____________________

INSTRUCTOR ____________________

BUSINESS YEAR __________ TO __________

DESCRIPTION	CODE	BUSINESS		PERSONAL	
		BEGINNING A	ENDING B	BEGINNING C	ENDING D
ASSETS					
CASH - BANK	101				
CASH - PETTY	102				
ACCT. REC. CONTROL	108				
ACCT. REC. 0-30 DAYS	109				
ACCT. REC. 30-60 DAYS	110				
ACCT. REC. 60-90 DAYS	111				
ACCT. REC. 90 DAYS	112				
ALLOW. BAD DEBTS	114				
NOTES RECEIVABLE	115				
OPEN	116				
PREPAID INSURANCE	161				
PREPAID TAXES	162				
OPEN	163				
LAND	181				
BUILDINGS	182				
ACCUM. DEPR.-BUILDINGS	183				
EQUIP. & FIXTURES	184				
ACCUM. DEPR.-E. & F.	185				
VEHICLES	186				
ACCUM. DEPR.-VEHICLES	187				
LIABILITIES					
ACCT. PAYABLE CONTROL	208				
ACCT. PAY. 0-30 DAYS	209				
ACCT. PAY. 30-60 DAYS	210				
ACCT. PAY. 60-90 DAYS	211				
ACCT. PAY. 90 DAYS	212				
NOTES PAYABLE-BANK	216				
NOTES PAYABLE-OTHER	217				
INTEREST PAYABLE	218				
OPEN	219				
FED. & FICA PAYABLE	220				
STATE WITH. PAYABLE	221				
FED. UNEMP. PAYABLE	222				
STATE UNEMP. PAYABLE	223				
SALES TAX PAYABLE	224				
PROPERTY TAX PAYABLE	225				
OPEN	226				
MORTGAGE PAYABLE	261				
INTERMEDIATE LOANS	262				
OPEN	263				
CAPITAL ACCT.-OWNER	310				
CAPITAL ACCT.-OTHER	311				
CAPITAL ACCT.-OTHER	312				
DRAW ACCOUNT	320				
FED. & STATE EST. TAX	321				
NET PROFIT - PRIOR YEAR	397				

PERSONAL EXPENSES	CODE	A TOTAL PERSONAL	B BUSINESS
HEAT	813		
ELECTRICITY	814		
WATER	815		
TELEPHONE	816		
INSURANCE	817		
INTEREST	818		
REPAIRS & MAINT.-LAND	819		
REPAIRS & MAINT.-HOME	820		
REPAIRS & MAINT.-E. & F.	821		
REPAIRS & MAINT.-VEHICLES	822		
GAS, OIL & GREASE	823		
LEGAL & ACCOUNTING	824		
PROPERTY TAXES	825		
CONTRIBUTIONS	826		
ENTERTAINMENT	829		
DUES & SUBSCRIPTIONS	830		
LICENSES	831		
TRAVEL & RECREATION	832		
RENT	839		
MISCELLANEOUS	841		
POSTAGE	843		
SUPPLIES	850		
CHURCH	860		
MEDICAL EXPENSES	862		
FOOD & MEALS	864		
CLOTHING	866		
EDUCATION	868		
FAMILY USE OF GOODS & SERVICES	870		
TOTAL MONEY BORROWED	076		(070)
TOTAL PAID ON DEBTS - PRIN.	078		(074)
TOTAL NON-BUSINESS INCOME	088		
NUMBER OF PERSONS PER FAMILY	090		
ADULT EQUIVALENTS PER FAMILY	095		

ASSET TRANSACTIONS		PERSONAL	B BUSINESS
SALES OF LAND	710		
COST OF LAND SOLD	715		
SALES OF BUILDINGS	720		
COST OF BUILDINGS SOLD	725		
SALES OF EQUIP. & FIX.	730		
COST OF E. & F. SOLD	735		
SALES OF VEHICLES	740		
COST OF VEHICLES SOLD	745		
PURCHASES OF LAND	760		
PURCH. OF BUILDINGS	770		
PURCH. OF EQUIP. & FIX.	780		
PURCH. OF VEHICLES	790		

MEMBERS OF THE FAMILY	PER PERSON	NO. OF PERSONS	ADULT EQUIV.
CHILD UNDER 7 YEARS	.4		
CHILD FROM 7 TO 12 YEARS	.6		
WOMAN 13 YEARS AND OLDER	.8		
BOY 13 TO 18 YEARS	.9		
MAN 19 YEARS AND OLDER	1.0		
TOTAL			

DEPARTMENTAL CODES

FORM 2A 1. ____________________
2. ____________________
3. ____________________
4. ____________________
5. ____________________
FORM 2B 6. ____________________
7. ____________________
8. ____________________
9. ____________________
10. ____________________

SMALL BUSINESS ANALYSIS
UNIVERSITY OF MINNESOTA
USOE PROJECT V357013

COMPUTER DATA SHEET
FORM 2A
1976

INCOME AND EXPENSES

I.D. CODE __ __ __ __ __ __ __ __ __

BUSINESS NAME ______________________

		A	B	C	D	E	F
	CODE	BUSINESS TOTAL	DEPT. 1	DEPT. 2	DEPT. 3	DEPT. 4	DEPT. 5
BEGINNING INVENTORIES							
MERCHANDISE INV.	121						
SECONDARY INV.	141						
SALES & REVENUES							
MERCHANDISE	421						
SECONDARY MDSE.	441						
LABOR-CUSTOMER	460						
LABOR-OUTSIDE (SUBLET)	461						
LABOR-INTERNAL	462						
LABOR-WARRANTY	463						
PARTS-INTERNAL	472						
PARTS-WARRANTY	473						
INTEREST INCOME	480						
RENTAL INCOME	481						
ROYALTIES INCOME	482						
PURCHASE DISCOUNTS	490						
VOLUME DISCOUNTS	491						
OTHER	492						
PURCHASES							
MERCHANDISE	521						
SECONDARY MDSE.	541						
FREIGHT-IN COSTS	550						
PRODUCTION COST-SUBLET LABOR	561						
PRODUCTION COST-LABOR	570						
NUMBER OF FULL-TIME WORKERS	052						
HOURS OF LABOR FOR F-T	054						
NUMBER OF PART-TIME WORKERS	056						
HOURS OF LABOR FOR P-T	058						
HOURS OF UNPAID FAMILY LABOR	060						
VALUE OF UNPAID FAMILY LABOR	062						
HOURS WORKED BY OPERATOR	064						
HOURS WORKED BY PARTNERS	066						
VALUE OF PARTNERS LABOR	068						
PERCENTAGE ALLOCATIONS							
TOTAL HOURS OF LABOR	080	100 %					
TOTAL INVESTMENT	082	100 %					
TOTAL EXPENSES	084	100 %					

		A	B	C	D	E	F
	CODE	BUSINESS TOTAL	DEPT. 1	DEPT. 2	DEPT. 3	DEPT. 4	DEPT. 5
ENDING INVENTORIES							
MERCHANDISE INV. (121)	131						
SECONDARY INV. (141)	151						
EXPENSES							
PAID FAMILY LABOR	609						
SALARIES & WAGES	610						
PAYROLL TAXES	611						
ADVERTISING	612						
HEAT	613						
ELECTRICITY	614						
WATER	615						
TELEPHONE	616						
INSURANCE	617						
INTEREST	618						
REPAIRS & MAINT.-LAND	619						
REPAIRS & MAINT.-BUILDINGS	680						
REPAIRS & MAINT.-EQUIP. & FIX.	621						
REPAIRS & MAINT.-VEHICLES	622						
GAS, OIL & GREASE	623						
LEGAL & ACCOUNTING	624						
PROPERTY TAXES	625						
CHARITABLE CONTRIBUTIONS	626						
SHOP EXPENSE	627						
OFFICE EXPENSE	628						
ENTERTAINMENT & PROMOTION	629						
DUES & SUBSCRIPTIONS	630						
LICENSES	631						
TRAVEL & CONVENTIONS	632						
POLICY ADJUSTMENT	633						
DEPRECIATION EXPENSE-CONTROL	634						
DEPRECIATION-BUILDINGS	635						
DEPRECIATION-EQUIP. & FIX.	636						
DEPRECIATION-VEHICLES	637						
BAD DEBTS	638						
RENT	639						
CASH SHORT/LONG	640						
MISCELLANEOUS EXPENSE	641						
DELIVERY EXPENSE	642						
POSTAGE	643						
SELLING EXPENSE	644						
EMPLOYEE BENEFITS	645						
TRASH & GARBAGE REMOVAL	646						
BREAKAGE & SPOILAGE	647						
COLLECTION EXPENSE	648						
BANK CHARGES	649						
SUPPLIES	650						
OPEN	651						
OPEN	652						
OPEN	653						
OPEN	654						

SMALL BUSINESS ANALYSIS
UNIVERSITY OF MINNESOTA
USOE PROJECT V357013

COMPUTER DATA SHEET
FORM 2B
1976

INCOME AND EXPENSES

I.D. CODE ___________

BUSINESS NAME ___________

	CODE	SUBTOTAL 6-10	DEPT. 6	DEPT. 7	DEPT. 8	DEPT. 9	DEPT. 10
BEG. INV.	121						
	141						
SALES	421						
	441						
	460						
	461						
	462						
	463						
	472						
	473						
	480						
	481						
	482						
	490						
	491						
	492						
PURCHASES	521						
	541						
	550						
	560						
	561						
	570						
OTHER	052						
	054						
	056						
	058						
	060						
	062						
	064						
	066						
	068						
% ALLOCATION	080						
	082						
	084						

	CODE	SUBTOTAL 6-10	DEPT. 6	DEPT. 7	DEPT. 8	DEPT. 9	DEPT. 10
END. INV.	131						
	151						
EXPENSES	609						
	610						
	611						
	612						
	613						
	614						
	615						
	616						
	617						
	618						
	619						
	620						
	621						
	622						
	623						
	624						
	625						
	626						
	627						
	628						
	629						
	630						
	631						
	632						
	633						
	634						
	635						
	636						
	637						
	638						
	639						
	640						
	641						
	642						
	643						
	644						
	645						
	646						
	647						
	648						
	649						
	650						
	651						
	652						
	653						
	654						

Supplementary Data Form
F 10, 1976

SMALL BUSINESS ANALYSIS
University of Minnesota
USOE Project 0733-5606

Name of business ______________________________

Address ______________________________ Phone __________

What year did you start your current business as a lessee? _____ As an owner? _____

School where enrolled ______________________________ Instructor __________

I. Members of family living at home during the year

		Age	Years of School Completed	Months Devoted to Business
Operator				
Spouse				
Other Family Members				

II. Prior Year Business Data

Note: The following information refers to the year prior to the first SBM analysis you received. If this is your first analysis it will refer to your 1974 business year data. If this is your second analysis it refers to your 1973 business year.

A. Was there any substantial change in the manner of determining quantities, costs, or valuations between opening and closing inventory during the prior business year? (See Note above.) _____ Yes _____ No. If "Yes", describe change.

B. Net profit or (loss) from business in prior business year (See Note above) as shown on line 21 of Schedule C. $__________.

III. Program Data

A. Approximate number of miles you travel (round trip) to SBM Class. _____ miles.

B. Number of SBM Classes attended in 1974 _____ and 1975 _____.

Chapter IV.

Instructions for Completing the Computer Data Forms

INSTRUCTIONS FOR COMPLETING COMPUTER DATA FORMS FOR THE SMALL BUSINESS MANAGEMENT PROGRAM

The instructions which follow are for Computer Data Forms 1 and 2 and the Supplementary Form F-10 developed in November, 1975. The instructions clarify the procedures for transferring data from business records to the data forms. Uniform procedures among analysis areas will permit small business records to be used in special sorts without regard to analysis boundaries and to provide a variety of teaching materials for use in adult small business management instruction.

Recorders should consider each item carefully before placing the information on the data sheets. Directions for recording quantities and values must be observed carefully to avoid costly errors in the final analysis report. The design of the computer forms aids in direct transfer of data from the standardized chart of accounts as well as from most single-entry bookkeeping systems. Every effort has been made to eliminate the necessity for calculating quantities and values prior to entry on the computer data forms.

Data Form Identification

Code Number

Each cooperator should be assigned a unique 10 digit code for identification. The code number should remain the same from year to year and must be identical on all forms used in the analysis of a particular business, including the computerized depreciation schedule.

State	Area Center	Business Type	Cooperator Number
___/___ -	___/___	___/___/___	___/___/___

State Code Assignments

01	Alabama
02	Alaska
03	Arizona
04	Arkansas
05	California
06	Colorado
07	Connecticut
08	Delaware
09	Florida
10	Georgia
11	Hawaii
12	Idaho
13	Illinois
14	Indiana
15	Iowa
16	Kansas
17	Kentucky
18	Louisiana
19	Maine
20	Maryland
21	Massachusetts
22	Michigan
23	Minnesota
24	Mississippi
25	Missouri
26	Montana
27	Nebraska
28	Nevada
29	New Hampshire
30	New Jersey
31	New Mexico
32	New York
33	North Carolina
34	North Dakota
35	Ohio
36	Oklahoma
37	Oregon
38	Pennsylvania
39	Rhode Island
40	South Carolina
41	South Dakota
42	Tennessee
43	Texas
44	Utah
45	Vermont
46	Virginia
47	Washington
48	West Virginia
49	Wisconsin
50	Wyoming

Area Center Code Assignments--Minnesota

01	Albert Lea
02	Alexandria
03	Anoka
04	Austin
05	Bemidji
06	Brainerd
07	Canby
08	Dakota County
09	Detroit Lakes
10	Duluth
11	East Grand Forks
12	Eveleth
13	Faribault
14	Granite Falls
15	Hibbing
16	Hutchinson
17	Jackson
18	Mankato
19	Minneapolis
20	Moorhead
21	Pine City
22	Pipestone
23	Red Wing
24	Rochester
25	Saint Cloud
26	Saint Paul
27	Staples
28	Suburban Hennepin County--South, Eden Prairie
29	Suburban Hennepin County--North, Brooklyn Park
30	Thief River Falls
31	Wadena
32	White Bear #916
33	Willmar
34	Winona

The code for each individual business should remain the same from year to year to permit easy data retrieval.

IDENTIFICATION CODE	Print full 10 digit identification number.
OPERATOR NAME	Print full name.
BUSINESS NAME	Print full business name.
SCHOOL	This is the area center in which the cooperator is enrolled in small business management education.
CITY	City address of school.
STATE	Minnesota, to differentiate from Texas, North Carolina, Arizona, New Mexico and other states that use the same program for record analysis.
DATE	Record the date the data sheet is completed or you may prefer to use the date the sheets are submitted to the analysis center.
INSTRUCTOR	Full name of the instructor.
BUSINESS YEAR	Record beginning and ending dates of business year.

Complete the column headed "No. of Persons" by using the identification of family members in the description column. This area is immediately below the Business Year.

The information described above should be clearly printed on Data Form 1. Data Form 2 need only have the identification number and the business name filled in.

Data Form 1--Inventory and Personal

All entries on Data Form 1 must be rounded off to the nearest dollar. All figures that appear in shaded areas, footnotes, etc. will be ignored by the analysis center. The way each item is used in the analysis report may be determined by consulting the Documentation for Small Business Analysis, November, 1975.

Lines 101 through 321 of all columns should be recorded to the nearest dollar. Each column (A, B, C, D) provides opportunities to divide the items into beginning and ending inventories for business and personal.

Negative numbers should be ( ) bracketed.

Instructions--Data Form 1

Lines 101-102	Ledger balance or check book balance for cash, Col. A, is Beginning of Year Business; Col. B, End of Year Business; Col. C, Beg. Inv.-Personal; Col. D, End. Inv.-Personal.
Line 108	Only used if an aging schedule cannot be gotten from the business operator.
Lines 109-112	Aged A/R. If aging is listed, do not fill in the 108 A/R Control total.
Line 114	Allowances Bad Debts. Few businesses use this in small business. Generally they charge bad debts off directly.
Line 115	Notes Receivable. Summarize all notes receivable and put in this category.
Line 116	Open Account. Can be used for any current asset category not on Form 1 that is needed by the business operator. Such things as cash surrender value of life insurance, prepaid interest, etc. might be placed in this code number. Write description of item following "Open."
Line 161	Prepaid Insurance. Summarize all insurance that has been prepaid and place total on line 161.
Line 162	Prepaid Taxes. Summarize all prepaid taxes and place total on line 162.
Line 163	Open Account. Can be used for any other current asset category needed that isn't listed on Form 1. Write description of item following "Open."
Line 181	Land. Historical cost of all land used in the business. Col. A, Beg. Inv.-Business; Col. B, End. Inv.-Business; Col. C & D used for all other land not used in the business.
Line 182	Buildings. Historical cost of all buildings used in the business. Col. A is the Beg. Inv. of these buildings and Col. B is the End. Inv. of these buildings adjusted for purchases and sales. Col. C is the Beg. Inv. of historical cost for all buildings not included in the business. This includes the personal, home, garage, and other out-buildings. Col. D is the End. Inv. of these personal buildings adjusted for purchases and sales.

Line 183	Accum. Depr.-Buildings. Col. A is the Beginning of the Year Accum. Depr.. Col. B is the End of the Year Accum. Depr. adjusted by purchases, sales and current year depreciation. Col. C & D will not be used unless part of the home and other buildings are used partially for business and therefore depreciable.
Line 184	Equipment & Fixtures. (Same as for Line 182.)
Line 185	Accum. Depr.-Equipment and Fixtures. (Same as for Line 183.)
Line 186	Vehicles. (Same as for Line 182.)
Line 187	Accum. Depr.-Vehicles. (Same as for Line 183.)

LIABILITIES

Line 208	A/P Control. Line 108 is used only if an aging schedule cannot be gotten from the business operator. If an aging schedule can be obtained, go directly to #209, 210, 211 and 212, bypassing #208. If an aging schedule cannot be obtained, Col. A should be the Beg. Inv. of all Business A/P.
Line 209	A/P 0-30 Days. This line should be used only if an aging schedule can be produced.
Line 210	A/P 30-60 Days. (Same as for Line 209.)
Line 211	A/P 60-90 Days. (Same as for Line 209.)
Line 212	A/P >90 Days. (Same as for Line 209.)
Line 216	Notes Pay.-Bank. Enter Col. A, Total Beg. Inv. of Business Notes Payable. Enter Col. B, Total End. Inv. of Business Notes Pay. Enter Col. C, Total Beg. Inv. of Personal Notes Pay. Enter Col. D, End. Inv. of Total Personal Notes Payable.
Line 217	Notes Pay.-Other. Enter any other notes payable in the same manner as used in Line 216.
Line 218	Interest Payable. Enter Col. A, Beg. Inv. of Total Business Interest Payable. Enter Col. B, End. Inv. of Total Business Interest Payable. Col. C used for Beg. Inv. of Total Personal Interest Payable. Col. D is used to enter End. Inv. of Total Interest Payable.
Line 219	Open Account. Can be used for any current liability not listed on Form 1. Such categories as Sales Tax Payable and Utilities Payable would be appropriate for this category. If using this code number, instructor must print in the description to receive the output with more than just a code number description. Col. A for Beg. Inv. of Business; Col. B, End. Inv. of Business; Col. C for Beg. Inv. of Personal; Col. D, End. Inv. of Personal. Lines 220, 221, 222 and 223 will be used only for business information. Columns C and D are not used.

Line 220	Federal & FICA Payable. Col. A, Beg. Inv. of Total Business Fed & FICA Payable. Col. B, End. Inv. of Total Business Fed. & FICA Payable.
Line 221	State Withholding Payable. Col. A, Beg. Inv. of Total Business State Withholding Payable. Col. B, End Inv. of Total Business State Withholding Payable.
Line 222	Federal Unemployment Payable. Col. A, Beg. Inv. of Total Business Federal Unemployment Payable. Col. B, End. Inv. of Total Business Federal Unemployment Payable.
Line 223	State Unemployment Payable. Col. A, Beg. Inv. of Total Business State Unemployment Payable. Col. B, End. Inv. of Total Business State Unemployment Payable.
Line 224	Sales Tax Payable. Col. A, Beg. Inv. of Total Business Sales Tax Payable. Col. B, End. Inv. of Total Business Sales Tax Payable. Columns C and D are not used for this line number.
Line 225	Property Tax Payable. Col. A, Beg. Inv. of Total Business Property Tax Payable. Col. B, End. Inv. of Total Business Property Tax Payable. Col. C, Beg. Inv. of Personal Property Tax Payable. Col. D, End. Inv. of Personal Property Tax Payable.
Line 226	Open Account. This line is for any other current liabilities that are not included above. Col. A for the Beg. Inv. balance in the business, Col. B for the End. Inv. balance in the business, Col. C for the Beg. Inv. balance in the personal section and Col. D for the End. Inv. balance in the personal section. Write description of item following "Open".
Line 261	Mortgage Payable. Col. A, Beg. Inv. of the balance in the Business Mortgage Payable. Col. B, End. Inv. of the balance in the Business Mortgage Payable Account. Col. C, Beg. Inv. of all Mortgages Payable in the personal section. Col. D, End. Inv. of all Mortgages Payable in the personal section.
Line 262	Intermediate Loans. This category includes but is not limited to, auto loans, operating loans and other long term loans. Col. A is for Beg. Inv. balance of Business Intermediate Loans. Col. B, End. Inv. balance of Business Intermediate Loans. Col. C, Beg. Inv. balance of Personal Intermediate Loans. Col. D, End. Inv. balance of Personal Intermediate Loans.
Line 263	Other Long Term Liabilities. This category includes any other Long Term Liabilities not shown above. Col. A, Beg. Inv. Business: Col. B, End. Inv. Business; Col. C, Beg. Inv. Personal; and Col. D, End. Inv. Personal. Write Description of item following "Open".
Line 310	Capital Account-Owner. Col. A, Beg. Inv. of Business Capital Acct.; Col. B, End. Inv. of Business Capital Acct. Col. C & D not used.

Line 311	Capital Account-Other. Col. A, Beg. Inv. of Business Capital Account.-Other; and Col. B, End. Inv. of Business Capital Account-Other. Columns C and D not used.
Line 312	Capital Account-Other. (Same as for line 311.)
Line 320	Draw Account. This account is the amount of money and goods drawn out of the business for the business operator. This amount does not include any money sent in for personal federal and state estimated tax payments. Col. A is the Ending Inventory figure for the prior year. Col. B is the Ending Inventory figure for the current year. Columns C and D are not used.
Line 321	Federal and State Estimated Payments. This account is a supplement to the Draw Account. It is the money sent in for personal federal and state estimated tax payments. Col. A is the Ending Inventory figure for the prior year. Col. B is the Ending Inventory balance for the current year. Columns C and D are not used.
Line 397	Net Profit - Prior Year. Only Col. A is used with this line number. The computer will calculate the present year profit to date but the instructor must include the previous year's profit on line 397, Col. A.

PERSONAL EXPENSES

Report all personal expenses from the personal section of the account book.

Lines 813-816	Record as indicated, personal amount of heat, electricity, water and telephone.
Line 817	Record as indicated, the personal share of home owner's insurance, auto insurance, life insurance, etc.
Line 818	Record all personal interest paid throughout the year. This includes but is not limited to interest on mortgages, loans, notes and finance charges on credit card accounts.
Lines 819-822	Record all repairs and maintenance on land, home & buildings, equipment & fixtures and vehicles.
Line 823	Record all gas, oil and grease used in the home, equipment & fixtures and vehicles. This does not include fuel oil, natural gas or propane used for heating purposes. These would be recorded on line 813.
Line 824	Report any legal and accounting fees paid throughout the year.
Line 825	Report the total of all personal property taxes paid.
Line 826	Report all contributions made throughout the year. This includes but is not limited to contributions to medical associations and charitable organizations. It does not include contributions to church; they are reported on line 860.

Line 829	Record all personal entertainment expenses.
Line 830	Record all dues and subscriptions.
Line 831	Record all licenses purchased.
Line 832	Record all travel and recreation.
Line 839	Record all rent paid. This includes personal apartment rent, garage rent, etc.
Line 841	Record all miscellaneous expenses not shown elsewhere on this form.
Line 843	Report all postage expenses.
Line 850	Record directly from the account book all supplies purchased.
Line 860	Report all personal contributions to church.
Line 862	Report all medical expenses. Medication, dental, doctor and any other medical expenses are included on this line.
Line 864	Enter total foods and meals bought from the cooperator's personal account. This category includes general grocery purchases, and lunches and dinners out, which do not qualify as a business expense.
Line 866	Report all clothing purchased.
Line 868	Report all educational expenses. This includes but is not limited to college tuition, books, special classes and career training.
Line 870	Report all goods and services taken out of the business for personal use.
Line 076	Report total money borrowed for personal use in column A.
Line 070	Report total money borrowed for business use in column B.
Line 078	Report total principal payments made on personal loans in Col. A.
Line 074	Report total principal payments made on business loans in Col. B.
Line 088	Report all non-business personal income. This includes but is not limited to wages received for work outside the business, interest income, investment income and securities income.
Line 090	Calculation of the number of persons in the family is done on the side of this form.
Line 095	Calculation of adult equivalents is done on the side of this form.

ASSET TRANSACTIONS

Line 710	Report total sales of all land. Column A for personal and Column B for business.
Line 715	Report cost of all land sold. Generally, this would be the historical cost plus any improvements made. Column A for personal and Column B for business.
Line 720	Report total sales of all buildings. Column A for personal and Column B for business.
Line 725	Report remaining cost of all buildings sold. Column A, personal, would be the historical cost plus improvements minus any casualty losses incurred. Column B, business, would be the final historical cost minus accumulated depreciation to date minus any casualty losses incurred.
Line 730	Sales of equipment & fixtures. (Same as for line 720.)
Line 735	Cost of equipment & fixtures. (Same as for line 725.)
Line 740	Sales of vehicles. (Same as for line 720.)
Line 745	Cost of vehicles sold. (Same as for line 725.)
Line 760	Report the total price of all land purchased. Column A for personal and Column B for business.
Line 770	Purchases of buildings. (Same as for line 760.)
Line 780	Purchases of equipment & fixtures. (Same as for line 760.)
Line 790	Purchases of vehicles. (Same as for line 760.)

DEPARTMENT CODES: Enter on the proper line the name or title of each department to be analyzed.

FORMS 2A & 2B - INCOME & EXPENSE DATA

When the business is departmentalized, all business totals should be appropriately distributed among departments.

Line 121	Merchandise Inventory. Record data from the inventory sheets in the account book or ledger. When the business is departmentalized, inventories should be appropriately distributed among departments.
Line 141	Secondary Merchandise Inventory. Record data as described in Line 121.

ENDING INVENTORIES

Line 131	Merchandise Inventory. These are the ending inventories associated with account number 121. The code has been changed on the data sheets only to aid in the key punching of data for analysis.
Line 151	Secondary Merchandise Inventory. These are the ending inventories associated with account number 141. Again, the code number has been changed only to aid in key punching.

SALES & REVENUES

Line 421	Merchandise-Sales. This category is total merchandise-sales less returns. Again, when the business is departmentalized, all lines should be appropriately distributed among departments.
Line 441	Secondary Merchandise-Sales. (Same as for line 421.)
Line 460	Labor-Customer. (Same as for line 421.)
Line 461	Labor-Outside (Sublet). (Same as for line 421.)
Line 462	Labor-Internal. (Same as for line 421.)
Line 463	Labor-Warranty. (Same as for line 421.)
Line 472	Parts-Internal. (Same as for line 421.)
Line 473	Parts-Warranty. (Same as for line 421.)

Enter all non-sales type of revenues in the business total, Column A. Distribute to the various departments where appropriate.

Line 480	Interest Income. Report all interest income from such sources as stocks, bonds, notes receivable, etc.
Line 481	Rental Income. Report all supplemental rental income on this line if no department has been specifically set up for it.

Line 482	Royalties Income. Report the same as for line 480.
Line 490	Purchase Discounts. Report the same as for line 480.
Line 491	Volume Discounts. Report the same as for line 480.
Line 492	Other. This is an extra income category. It is used whenever the business has income that can not be included elsewhere in the sales & revenue section.

PURCHASES

Line 521	Merchandise-Purchases. This category includes total merchandise purchases less returns. When the business is departmentalized, all lines should be appropriately distributed among departments.
Line 541	Secondary Merchandise-Purchases. (Same as for line 521.)
Line 550	Freight-In Costs. (Same as for line 521.)
Line 561	Production Cost-Sublet Labor. Report all sublet labor costs that are to be included in cost of goods or services sold. (Same as for line 521.)
Line 570	Production Cost-Labor. Report all production labor costs that are to be included in cost of goods or services sold. (Same as for line 521.)

OTHER CATEGORIES

Line 052	Report the total number of full-time workers. This line includes the operator.
Line 054	Report the total number of hours worked by full-time employees. This does not include the hours worked by the operator. (All lines dealing with hours worked should be broken out among departments.)
Line 056	Report total number of part-time workers. (Do not count if less than 10 hours per week.)
Line 058	Report the total number of hours worked by part-time employees.
Line 060	Report the total number of hours worked by unpaid family labor.
Line 062	Report the dollar value of the unpaid family labor.
Line 064	Report the number of hours worked by the business operator.
Line 066	Report the number of hours worked by partners in the business.
Line 068	Report the value of partner's labor.

PERCENTAGE ALLOCATIONS

Line 080	If the exact hours have not been broken out among departments, list a percentage allocation among departments.
Line 082	Record a percentage allocation by department for the use of total investment.
Line 084	If all the expense categories are not specifically allocated, list a percentage figure for each department. The analysis center will then compute a percentage allocation for all expenses not specifically allocated.

EXPENSES

All business expense lines should be appropriately distributed among departments. Instructors are cautioned to take care that the expense categories that are both business and personal be put in their proper line areas.

Lines 609-611	Record as indicated. Paid family labor (separate from the regular payroll records), general salaries & wages and payroll taxes.
Line 612	Record all advertising expenditures.
Line 613-616	Record as indicated from the utilities section of the account book.
Line 617	Record from the insurance section of the account book or ledger all insurance paid during the year. This category includes business liabilitity, fire and content and truck insurance but it does not include health insurance for employees. This would be included on line 645 as an employee fringe benefit.
Line 618	Record the total amount of interest paid on all debts throughout the year.
Lines 619-622	Record as indicated from the repairs & maintenance section. Separate the four categories.
Line 623-630	Report as indicated from the general expense ledger.
Line 631	Record from the expense ledgers or account books the total of all business licenses. This category includes but is not limited to food handlers' licenses, liquor licenses, meat licenses, etc.
Lines 632-633	Record as indicated.
Lines 634-637	Record from the depreciation schedule. Be sure to break down the depreciation by the indicated categories.
Lines 638,639	Record as indicated.
Line 640	Record the cash longs with a bracket. If a cash short, report as a usual expense.

Lines 641-644	Record as indicated.
Line 645	Record as indicated. Employee benefits include employer-paid health insurance, club memberships, life insurance, etc.
Line 646-650	Record as indicated.
Lines 651-654	Record as indicated. These categories are open accounts. If expenses that have occurred throughout the year cannot be placed in the above categories, place them here. The instructor may print in the name of the expense. If this is done, the analysis will return with that name included.

BUSINESS CODE NUMBERS--SEQUENTIAL

Number	
020	Sewer and Drain Service
046	Floral Shop
070	Pet Shop
076	Drug Store
079	Implement Dealer
134	Bike and Cycle--Sales and Service
135	Advertising--General Business
144	Photography Shop
160	Tire Company--Sales and Service
171	Manufacturer
172	Construction Contractor--Buildings
174	Retail Sales--General
177	Apartment Owner
180	Shoe Repair Service
185	Real Estate--Sales
189	Bulk--Gas and Oil Wholesaler
190	Furniture Store
193	Appliance and TV--Sales and Service
205	Electrical Contractor
231	Ferrier
251	Men's Clothing--Retail
254	Insurance Agency
291	Carpet Shop
297	Vending Service
305	Child Care Center
311	Bottle Shop--Liquor Store
313	Restaurant
317	Tavern and Lounge
318	Auto Dealer--New and Used
331	Barber Shop
332	Beauty Shop
358	Seafood--Retail Sales
363	Laundry and Dry Cleaning
372	Fire Equipment--Retail and Repair
379	Drive-In--Food and Beverage
411	Ladies' Clothing--Retail
421	Feed Store--Sales
431	Fishing Lures--Tackle Manufacturing
521	Bakery--Retail
522	Grocery Store--Small
523	Butcher Shop
602	Novelty Store--Sales
604	Body Shop--Auto
621	Mechanic--Other than Service Station

703	Jewelry Store--Retail
733	Hardware Store
821	Electrical Equipment--Retail
841	Paint and Wallpaper--Retail
842	Painting Contractor
851	Equipment Rental
852	Excavating Company
861	Cement Contractor
862	Cabinet Making
865	Plumbing and Heating Contractor
867	Sign Making
891	Grading Contractor--Road and Highway
901	Trucking Company
914	Service Station--Gas, Oil and Small Repair
918	Driving School
964	Organ and Piano--Sales and Service

BUSINESS CODE NUMBERS--ALPHABETICAL

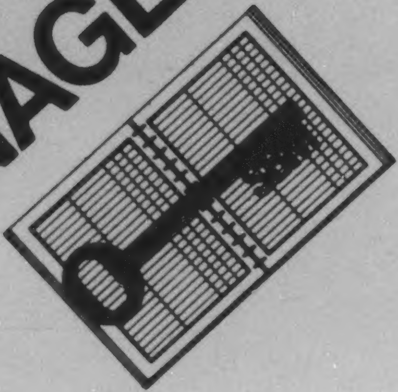
Number	
135	Advertising--General Business
177	Apartment Owner
193	Appliance and TV--Sales and Service
318	Auto Dealer--New and Used
521	Bakery--Retail
331	Barber Shop
332	Beauty Shop
134	Bike, Cycle and Snowmobile--Sales and Service
604	Body Shop--Auto
311	Bottle Shop--Liquor Store
189	Bulk--Gas and Oil Wholesaler
523	Butcher Shop
862	Cabinet Making
291	Carpet Shop
861	Cement Contractor
305	Child Care Center
172	Construction Contractor--Buildings
379	Drive-In--Food and Beverage
918	Driving School
076	Drug Store
091	Educational Facility
205	Electrical Contractor
821	Electronic Equipment--Sales and Service
851	Equipment Rental
852	Excavating Company
421	Feed Store--Sales
231	Ferrier
372	Fire Equipment--Retail and Repair
431	Fishing Lures--Tackle Manufacturing
046	Floral Shop
190	Furniture Store
891	Grading Contractor--Road and Highway
522	Grocery Store--Small
733	Hardware Store
079	Implement Dealer
254	Insurance Agency
703	Jewelry Store--Retail
411	Ladies Clothing--Retail
363	Laundry and Dry Cleaning

171	Manufacturing--Small
621	Mechanic--Other than Service Station
251	Men's Clothing--Retail
602	Novelty Store--Sales
964	Organ and Piano--Sales and Service
841	Paint and Wallpaper--Sales
842	Painting Contractor
070	Pet Shop
144	Photography Shop
865	Plumbing and Heating Contractor
185	Real Estate--Sales
313	Restaurant
174	Retail Sales--General
358	Seafood--Retail Sales
914	Service Station--Gas, Oil and Small Repairs
020	Sewer and Drain Service
180	Shoe Repair
867	Sign Making
317	Tavern and Lounge
160	Tire Company--Sales and Service
901	Trucking Company
297	Vending Service

Chapter V.

Sample Small Business Analysis Report

SMALL BUSINESS MANAGEMENT



Annual Report

1975

AN ADULT
EDUCATIONAL
PROGRAM

DATE PROCESSED ____________ BUSINESS NAME ____________

OPERATORS NAME ____________

DATE ____________

YEAR ________ TO ________

TABLE 1. SUMMARY OF BUSINESS INVENTORIES

CODE NO. ____________

---

475. GROSS INCOME-SALES AND SERVICES $ ________

A. GROSS EXPENSES (NOT INCLUDING OPERATOR LABOR) $ ________

699. NET OPERATING INCOME OR PROFIT $ ________

B. NUMBER OF WORKERS REQUIRED (ACTUAL) FULL TIME ________
PART TIME ________

C. NUMBER OF WORKERS REQUIRED (EQUIVALENT) ________

D. NET RETURN PER WORKER EQUIVALENT $ ________

E. CAPITAL INVESTMENT PER WORKER EQUIVALENT $ ________

F.	ASSETS	BEGINNING	ENDING
121.	MERCHANDISE HELD FOR RESALE	$	$
181.	BARE LAND	$	$
182.	BUILDINGS	$	$
184.	EQUIPMENT & FIXTURES	$	$
186.	VEHICLES	$	$
G.	TOTAL NON-CASH ASSETS	$	$

H. INCREASE OR DECREASE IN NON-CASH ASSETS (-) $ ________

DATE PROCESSED ________________ BUSINESS NAME ________________________

TABLE 2. INCOME AND EXPENSE STATEMENT

CODE NO. ________________________

400.	INCOME
421.	SALES OF GOODS & SERVICES
870.	FAMILY USE OF GOODS & SERVICES
A.	TOTAL GOODS & SERVICES
749.	SALES OF ASSETS
B.	TOTAL OTHER BUSINESS INCOME
C.	INCREASE IN NON-CASH ASSETS
D.	TOTAL INCOME
600.	EXPENDITURES
521.	MDSE. PURCHASED FOR RESALE
609.	PAID FAMILY WAGES
610.	SALARIES & WAGES
611.	PAYROLL TAXES
612.	ADVERTISING
613.	HEAT & ELECTRICITY
615.	WATER & TELEPHONE
617.	INSURANCE
619.	REPAIRS & MAINTENANCE - LAND
620.	REPAIRS & MAINTENANCE - BUILDINGS
621.	REPAIRS & MAINTENANCE - EQUIPMENT & FIXTURES
622.	REPAIRS & MAINTENANCE - VEHICLES
623.	GAS, OIL & GREASE
624.	LEGAL & ACCOUNTING
625.	PROPERTY TAXES
626.	CONTRIBUTIONS & DONATIONS
627.	SHOP & OFFICE EXPENSE
629.	ENTERTAINMENT, DUES & TRAVEL
631.	LICENSES
638.	BAD DEBTS
639.	RENT
641.	MISCELLANEOUS & OTHER EXPENSES
642.	DELIVERY & POSTAGE
644.	SELLING EXPENSES
645.	EMPLOYEE BENEFITS
646.	TRASH & BREAKAGE
648.	COLLECTION & BANK CHARGES
650.	SUPPLIES
E.	TOTAL EXPENSES
750.	PURCHASES OF ASSETS
760.	BARE LAND
770.	BUILDINGS
780.	EQUIPMENT & FIXTURES
790.	VEHICLES
F.	DECREASE IN NON-CASH ASSETS
G.	INTEREST ON INVESTMENT (6%)
062.	UNPAID FAMILY LABOR
H.	TOTAL EXPENDITURES
RLM.	RETURN TO OPERATORS LABOR & MANAGEMENT
CLM.	RETURN TO CAPITAL, FAMILY LABOR & MANAGEMENT

DATE PROCESSED ____________________ BUSINESS NAME ____________________

TABLE 2.1 INCOME AND EXPENSE STATEMENT - BUSINESS ONLY

CODE NO. ____________________ BUSINESS YEAR ____________________

400.	INCOME
421.	MERCHANDISE SALES
441.	SECONDARY SALES
460.	CUSTOMER LABOR
461.	OUTSIDE LABOR
462.	INTERNAL LABOR
463.	WARRANTY LABOR
472.	INTERNAL PARTS
473.	WARRANTY PARTS
475.	NET SALES OF GOODS & SERVICES
500.	COST OF GOODS OR SERVICES SOLD
121.	BEGINNING INVENTORY
521.	MDSE. PURCHASED
541.	SECONDARY PURCHASES
550.	FREIGHT IN COSTS
561.	SUBLET LABOR
570.	COST OF LABOR
A.	GOODS OR SERVICES AVAILABLE
121.	ENDING INVENTORY
598.	COST OF GOODS OR SERVICES SOLD
599.	GROSS PROFIT FROM SALES
600.	EXPENSES
609.	PAID FAMILY LABOR
610.	SALARIES & WAGES
611.	PAYROLL TAXES
612.	ADVERTISING
613.	HEAT
614.	ELECTRICITY
615.	WATER
616.	TELEPHONE
617.	INSURANCE
618.	INTEREST
619.	REPAIR & MAINT. - LAND
620.	REPAIR & MAINT. - BUILDINGS
621.	REPAIR & MAINT. - EQUIPMENT & FIX.
622.	REPAIR & MAINT. - VEHICLES
623.	GAS, OIL & GREASE
624.	LEGAL & ACCOUNTING
625.	PROPERTY TAXES
626.	CONTRIBUTIONS & DONATIONS
627.	SHOP EXPENSE
628.	OFFICE EXPENSE
629.	ENTERTAINMENT & PROMOTION
630.	DUES & SUBSCRIPTIONS
631.	LICENSES

DATE PROCESSED ____________ BUSINESS NAME ____________

TABLE 2.1 CONTINUED

CODE NO. ____________ BUSINESS YEAR ____________

632.	TRAVEL & CONVENTION
633.	POLICY ADJUSTMENT
635.	DEPRECIATION - BUILDINGS
636.	DEPRECIATION - EQUIP. & FIX.
637.	DEPRECIATION - VEHICLES
634.	DEPRECIATION TOTAL
638.	BAD DEBTS
639.	RENT
640.	CASH SHORT/LONG
641.	MISCELLANEOUS
642.	DELIVERY
643.	POSTAGE
644.	SELLING EXPENSE
645.	EMPLOYEE BENEFITS
646.	TRASH & GARBAGE REMOVAL
647.	BREAKAGE & SPOILAGE
648.	COLLECTION EXPENSE
649.	BANK CHARGES
650.	SUPPLIES
651.	OPEN ACCOUNT
652.	OPEN ACCOUNT
653.	OPEN ACCOUNT
654.	OPEN ACCOUNT
698.	TOTAL EXPENSES & DEDUCTIONS
699.	NET OPERATING PROFIT
B.	OTHER BUSINESS INCOME
480.	INTEREST INCOME
481.	RENTAL INCOME
482.	ROYALTIES INCOME
490.	PURCHASE DISCOUNTS
491.	VOLUME DISCOUNTS
492.	OTHER
397.	NET PROFIT

SIGNATURE ____________

DATE PROCESSED ____________________ BUSINESS NAME ____________________________

TABLE 3. SUMMARY OF GROSS MARGINS AND NET DECREASE

CODE NO. ______________________

A.	DEPARTMENTAL GROSS MARGINS	
599.01	DEPARTMENT 1	
599.02	DEPARTMENT 2	
599.03	DEPARTMENT 3	
599.04	DEPARTMENT 4	
599.05	DEPARTMENT 5	
599.06	DEPARTMENT 6	
599.07	DEPARTMENT 7	
599.08	DEPARTMENT 8	
599.09	DEPARTMENT 9	
599.10	DEPARTMENT 10	
599.	TOTAL OF DEPARTMENTAL GROSS MARGINS	
480.	OTHER BUSINESS INCOME	
B.	TOTAL RETURNS AND NET INCREASES	
C.	EXPENSES AND NET DECREASES	
181.	LAND	
182.	BUILDINGS	
184.	EQUIPMENT & FIXTURES	
186.	VEHICLES	
605.	LABOR COSTS	
612.	ADVERTISING	
613.	UTILITIES	
617.	INSURANCE	
624.	LEGAL & ACCOUNTING	
625.	TAXES & LICENSES	
626.	CONTRIBUTIONS & DONATIONS	
627.	SHOP & OFFICE EXPENSE	
629.	ENTERTAINMENT, DUES & TRAVEL	
638.	BAD DEBTS	
639.	RENT PAID	
641.	MISCELLANEOUS & OTHER EXPENSES	
642.	DELIVERY & POSTAGE	
644.	SELLING EXPENSE	
646.	TRASH & BREAKAGE	
648.	COLLECTION & BANK CHARGES	
650.	SUPPLIES	
D.	INTEREST ON NON-CASH INVESTMENT (6%)	
E.	TOTAL EXPENSES AND NET DECREASES	
RLM.	RETURN TO OPERATORS LABOR & MANAGEMENT	

DATE PROCESSED________________ BUSINESS NAME__________________________

TABLE 4. BALANCE SHEET - BUSINESS ONLY

CODE NO.______________________ BUSINESS YEAR__________________________

		(A)	(B)	(C)	(D)
			BEGINNING		ENDING
A.	ASSETS				
100.	CURRENT ASSETS:				
101.	CASH IN BANK				
102.	CASH - PETTY				
109.	ACCOUNTS REC. 0-30				
110.	ACCOUNTS REC. 30-60				
111.	ACCOUNTS REC. 60-90				
112.	ACCOUNTS REC. > 90				
108.	TOTAL A/R				
114.	ALL. FOR BAD DEBTS				
B.	NET A/R				
115.	NOTES RECEIVABLE				
116.	OPEN				
121.	MDSE. INVENTORY				
141.	SECONDARY MDSE. INV.				
161.	PREPAID INSURANCE				
162.	PREPAID TAXES				
163.	OPEN				
179.	TOTAL CURRENT ASSETS				
180.	FIXED ASSETS:		REMAINING VALUE		REMAINING VALUE
181.	BARE LAND				
182.	BUILDINGS				
183.	ACCUM. DEPR. BLDGS				
184.	EQUIP. & FIXTURES				
185.	ACCUM. DEPR.-E & F				
186.	VEHICLES				
187.	ACCUM DEPR-VEHICLES				
190.	TOTAL FIXED ASSETS				
199.	TOTAL ASSETS				

DATE PROCESSED________________ BUSINESS NAME____________________

TABLE 4. CONTINUED

CODE NO.________________________ BUSINESS YEAR__________________

		(A)	(B) BEGINNING	(C)	(D) ENDING
C.	LIABILITIES				
200.	CURRENT LIABILITIES:				
209.	ACCT. PAY. 0-30				
210.	ACCT. PAY. 30-60				
211.	ACCT. PAY. 60-90				
212.	ACCT. PAY. > 90				
208.	TOTAL A/P				
216.	NOTES PAY.-BANK				
217.	NOTES PAY.-OTHER				
218.	ACCRUED INTEREST				
219.	OPEN				
220.	FED. & FICA PAY.				
221.	STATE WITH. PAY.				
222.	FED. UNEMP. PAY.				
223.	STATE UNEMP. PAY.				
224.	STATE SALES TAX PAY.				
225.	PROPERTY TAX PAY.				
226.	OPEN				
250.	TOTAL CURR. LIAB.				
260.	LONG-TERM LIABILITIES:				
261.	MORTGAGE PAY.				
262.	INTERMED. LOANS				
263.	OPEN				
295.	TOTAL LONG-TERM LIAB.				
299.	TOTAL LIABILITIES				
300.	OWNERS EQUITY				
310.	CAPITAL ACCT.-OWNER				
311.	CAPITAL ACCT.-OTHER				
312.	CAPITAL ACCT.-OTHER				
320.	DRAW ACCT.				
321.	FED. & STATE EST. TAX				
396.	SUSPENSE				
397.	NET PROFIT				
379.	TOTAL EQUITY				
390.	TOTAL LIAB. EQUITY				
D.	GAIN OR LOSS IN OWNERS EQUITY				
E.	RATIO - CURRENT ASSETS/CURR. LIAB.				
F.	RATIO - CURRENT LIAB./INVENTORY				
G.	RATIO - FIXED ASSETS/OWNERS EQUITY				
H.	RATIO - LAND & BLDGS/L-T LIAB.				
I.	RATIO - TOTAL ASSETS/TOTAL LIAB.				
J.	RATIO - TOTAL ASSETS/OWNERS EQUITY				
K.	QUICK RATIO-CASH, A/R, ETC./CURR. LIAB.				

SIGNATURE________________________________

DATE PROCESSED ____________________ BUSINESS NAME ____________________

TABLE 5. NET WORTH

CODE NO. ________________________

A.	BUSINESS ASSETS		
101.	CASH ON HAND & IN BANK (BUSINESS ONLY)	______	______
108.	TOTAL ACCOUNTS RECEIVABLE	______	______
115.	NOTES RECEIVABLE	______	______
121.	MERCHANDISE INVENTORY	______	______
161.	OTHER CURRENT ASSETS	______	______
181.	BARE LAND	______	______
182.	BUILDINGS	______	______
184.	EQUIPMENT & FIXTURES	______	______
186.	VEHICLES	______	______
199.	TOTAL BUSINESS ASSETS	______	______
B.	PERSONAL ASSETS		
C.	LAND & BLDGS.	______	______
D.	OTHER NON-BUSINESS ASSETS	______	______
E.	TOTAL ASSETS	______	______
F.	BUSINESS LIABILITIES		
250.	CURRENT LIABILITIES	______	______
295.	LONG-TERM LIABILITIES	______	______
299.	TOTAL BUSINESS LIABILITIES	______	______
G.	PERSONAL LIABILITIES	______	______
H.	TOTAL LIABILITIES	______	______
I.	TOTAL NET WORTH (BUSINESS & PERSONAL)	______	______
J.	CHANGE IN TOTAL NET WORTH		______
RLM.	RETURN TO OPERATORS LABOR & MANAGEMENT		______
CLM.	RETURN TO CAPITAL, FAMILY, LABOR & MANAGEMENT		______
088.	NON-BUSINESS INCOME		______
070.	TOTAL MONEY BORROWED (BUSINESS & PERSONAL)		______
074.	TOTAL PAID ON DEBT (PRINCIPAL ONLY-BUSINESS & PERSONAL)		______
K.	TOTAL HOUSEHOLD AND PERSONAL CASH EXPENSE		______

DATE PROCESSED ____________ BUSINESS NAME ____________

TABLE 6. HOUSEHOLD AND PERSONAL EXPENSES

CODE NO. ____________

090.	NUMBER OF PERSONS PER FAMILY	
095.	ADULT EQUIVALENTS PER FAMILY	
800.	EXPENSES	
813.	HEAT	$
814.	ELECTRICITY	
815.	WATER	
816.	TELEPHONE	
817.	INSURANCE	
818.	INTEREST	
819.	REPAIRS & MAINT. - LAND	
820.	REPAIRS & MAINT. - BUILDINGS	
821.	REPAIRS & MAINT. - EQUIPMENT & FURNISHINGS	
822.	REPAIRS & MAINT. - VEHICLES	
823.	GAS, OIL & GREASE	
824.	LEGAL & ACCOUNTING	
825.	PROPERTY TAXES	
826.	CONTRIBUTIONS & DONATIONS	
829.	ENTERTAINMENT	
830.	DUES & SUBSCRIPTIONS	
831.	LICENSES	
832.	TRAVEL & RECREATION	
839.	RENT	
841.	MISCELLANEOUS	
843.	POSTAGE	
850.	SUPPLIES	
860.	CHURCH	
862.	MEDICAL EXPENSES	
864.	FOOD & MEALS	
866.	CLOTHING	
868.	EDUCATION	
A.	TOTAL CASH LIVING EXPENSES	
760.	LAND PURCHASED	
770.	BUILDINGS PURCHASED	
780.	EQUIPMENT & FURNISHINGS PURCHASED	
790.	VEHICLES PURCHASED	
B.	TOTAL HOUSEHOLD AND PERSONAL CASH EXPENSE	
870.	FAMILY USE OF GOODS & SERVICES	
C.	TOTAL HOUSEHOLD CASH & NON-CASH EXPENSE	

DATE PROCESSED ______________ BUSINESS NAME ______________________

TABLE 7. MEASURES OF BUSINESS ORGANIZATION AND EFFICIENCY

CODE NO. ______________

A. BUSINESS SIZE

B. AVERAGE BUSINESS INVESTMENT [(TOTAL ASSETS-BEGINNING + TOTAL ASSETS-END) ÷ 2] $________

C. TOTAL GROSS MARGIN (NET SALES MINUS COST OF GOODS SOLD) ________

D. YEARLY WORKER EQUIVALENT (2000 HOURS PER WORKER) ________

E. LABOR EFFICIENCY

F. GROSS MARGIN PER WORKER (EQUIVALENT) ________

G. TOTAL BUSINESS INVESTMENT PER WORKER (EQUIVALENT) ________

H. OVERHEAD

I. TOTAL EXPENSES ÷ $1000 OF GROSS MARGIN ________

J. TOTAL EXPENSES PER WORKER (EQUIVALENT) ________

K. TURNOVER

L. TOTAL GROSS MARGIN PER $1000 OF AVERAGE BUSINESS INVESTMENT ________

M. INVENTORY TURNOVER (NET SALES ÷ YEAR END INV.) ________

N. CREDIT CONTROL

O. RECEIVABLE TURNOVER (NET SALES ÷ YEAR END A/R) ________

P. COLLECTION PERIOD [YEAR END A/R ÷ (NET SALES ÷ 360)] ________

Q. RATIO ANALYSIS

R. NET OPERATING PROFIT TO NET SALES ________

S. NET SALES TO OWNERS EQUITY ________

T. NET SALES TO AVERAGE INVENTORY ________

U. NET SALES TO WORKING CAPITAL [NET SALES ÷ (YEAR END CURRENT ASSETS MINUS YEAR END CURRENT LIABILITIES)] ________

V. RETURN PER HOUR ON OPERATOR & UNPAID FAMILY LABOR ________

W. RETURN ON BUSINESS INVESTMENT (NET OPERATING PROFIT ÷ AVERAGE BUSINESS INVESTMENT) ________

DATE PROCESSED ____________

BUSINESS NAME ____________
DEPARTMENT ____________

TABLE 9.__ DEPARTMENTAL INCOME AND EXPENSE STATEMENT

CODE NO. __________

400.	INCOME
421.	MERCHANDISE SALES
441.	SECONDARY SALES
460.	CUSTOMER LABOR
461.	OUTSIDE LABOR
462.	INTERNAL LABOR
463.	WARRANTY LABOR
472.	INTERNAL PARTS
473.	WARRANTY PARTS
475.	NET SALES OF GOODS & SERVICES
500.	COST OF GOODS OR SERVICES SOLD
121.	BEGINNING INVENTORY
521.	MDSE. PURCHASED
541.	SECONDARY PURCHASES
550.	FREIGHT-IN COSTS
561.	SUBLET LABOR
570.	COST OF LABOR
A.	GOODS OR SERVICES AVAILABLE
121.	ENDING INVENTORY
598.	COST OF GOODS OR SERVICES SOLD
599.	GROSS PROFIT FROM SALES
600.	EXPENSES
609.	PAID FAMILY LABOR
610.	SALARIES & WAGES
611.	PAYROLL TAXES
612.	ADVERTISING
613.	HEAT
614.	ELECTRICITY
615.	WATER
616.	TELEPHONE
617.	INSURANCE
618.	INTEREST
619.	REPAIR & MAINT. - LAND
620.	REPAIR & MAINT. - BUILDINGS
621.	REPAIR & MAINT. - EQUIPMENT & FIX.
622.	REPAIR & MAINT. - VEHICLES
623.	GAS, OIL & GREASE
624.	LEGAL & ACCOUNTING
625.	PROPERTY TAXES
626.	CONTRIBUTIONS & DONATIONS
627.	SHOP EXPENSE
628.	OFFICE EXPENSE
629.	ENTERTAINMENT & PROMOTION
630.	DUES & SUBCRIPTIONS
631.	LICENSES

DATE PROCESSED ____________________ BUSINESS NAME ________________________________

DEPARTMENT ________________________________

TABLE 9.__ CONTINUED

CODE NO. __________________________

632.	TRAVEL & CONVENTION		______	
633.	POLICY ADJUSTMENT		______	
635.	DEPRECIATION - BUILDINGS	______		
636.	DEPRECIATION - EQUIP. & FIX.	______		
637.	DEPRECIATION - VEHICLES	______		
634.	DEPRECIATION TOTAL		______	
638.	BAD DEBTS		______	
639.	RENT		______	
640.	CASH SHORT/LONG		______	
641.	MISCELLANEOUS		______	
642.	DELIVERY		______	
643.	POSTAGE		______	
644.	SELLING EXPENSE		______	
645.	EMPLOYEE BENEFITS		______	
646.	TRASH & GARBAGE REMOVAL		______	
647.	BREAKAGE & SPOILAGE		______	
648.	COLLECTION EXPENSE		______	
649.	BANK CHARGES		______	
650.	SUPPLIES		______	
651.	OPEN ACCOUNT		______	
652.	OPEN ACCOUNT		______	
653.	OPEN ACCOUNT		______	
654.	OPEN ACCOUNT		______	
698.	TOTAL EXPENSES & DEDUCTIONS			______
699.	NET OPERATING PROFIT			______
B.	OTHER BUSINESS INCOME			
480.	INTEREST INCOME			______
481.	RENTAL INCOME			______
482.	ROYALTIES INCOME			______
490.	PURCHASE DISCOUNTS			______
491.	VOLUME DISCOUNTS			______
492.	OTHER			______
397.	NET PROFIT			______
C.	SUPPLEMENTARY MANAGEMENT INFORMATION			
D.	TOTAL HOURS OF LABOR REQUIRED			______
E.	TOTAL INVESTMENT REQUIRED			______
F.	DEPARTMENTAL PROFIT PER WORKER UNIT			______
G.	DEPARTMENTAL PROFIT PER $1000 INVESTED			______
H.	DEPARTMENTAL PROFIT PER $100 OF TOTAL COST			______
I.	RATIO OF NET PROFIT TO NET SALES			______

Chapter VI.

Documentation for Completing the Business Analysis

AN INTRODUCTION TO USING THE DOCUMENTATION

The Documentation for Completing the Business Analysis was written to serve as a guide for instructors in small business management education. It can be utilized to determine the precise method used to arrive at each of the figures in the individual small business record analysis print-out. Without knowledge of the way in which each item was calculated, the values shown on a business record analysis could not be interpreted with any degree of confidence. While many of the items are self-explanatory or match exactly with an item recorded in an account book, many others are more complex. Some are derived by adding or subtracting several account book figures. Still others result from multiplying or dividing one or more of the account book figures. Some include the application of complex formulas to arrive at the allocation of account book values to the appropriate categories.

To aid in the interpretation of the small business record and in the use of the documentation for that purpose, it is important to know how to read the documentation.

Each table reported in the small business analysis has an accompanying table of instruction in the documentation. Since the small business record analysis is computed from information supplied to the computer center on input forms, the instructions in the documentation are based on the three input forms rather than on the account book itself. Using this method, any record keeping system that can collect the kind of data required to complete the three data sheets can be used as a basis for a computerized business analysis.

The three data sheets have been included in Chapter III. They have been reduced from their normal size to fit into this publication. The reader will notice that each line is designated by a number. Columns are designated by upper case letters.

The pages of the documentation use the following format:

Carry to Table	P-O Line	Form	Form Line	Description

"Carry to Table" signifies that the result of the calculation is used on another table as well as for the table for which the calculation is explained.

"P-O Line" designates the specific print-out line for which the instructions apply. For example, in the documentation for Table 2.1, "P-O Line 612" indicates that the calculation which follows is for Line 612 of Table 2.1, "Advertising."

"Form" designates which of the three computer input sheets contains the base data. For P-O Line 612 in the above example, base data is drawn from Form 2A. Sometimes this form includes a table designation rather than a form designation. When data has been calculated in another table, the information is simply brought forward rather than calculated again. Table numbers in this column are always identified by "T."

The "Form Line" column specifies the line number from which the information is drawn and refers to the three input sheets shown in Chapter III. When the information has been drawn from a preceding table, the line number of the table from which the data has been carried forward is preceded by an "L."

The "Description" column provides the mathematical formula for deriving the print-out line. The reader must be careful to observe brackets, parentheses and mathematical signs.

Some description items say "Print Only." These are used as captions, subheadings or descriptions within the body of a table. The reader must check an actual print-out sheet to determine what each "Print Only" instruction designates.

In Table 4, "Balance sheet--Business Only," the letters inside parentheses designate columns on the print-out table. The letters without parentheses designate columns on the data sheet.

Using the documentation as a guide, an instructor should be able to verify and trace any item that is printed on an individual small business analysis. When differences do occur, they may almost always be traced to the procedure used in rounding numbers. In a complex calculation, rounding numbers at one point in a calculation can result in a slightly different answer than rounding them at a different stage in the calculation.

Instructors, coordinators and others will find the documentation a useful tool in becoming more familiar with the small business analysis and in helping their clientele interpret their individual small business analysis.

CARRY TO TBLE	P-O LINE	FORM	FORM LINE	TABLE 1. SUMMARY OF BUSINESS INVENTORIES	
				ALL VALUES ARE BUSINESS SHARE UNLESS SPECIFIED OTHERWISE. ALL SUMMATIONS OF LINE NUMBERS REFER TO PRINT-OUT LINES.	
	475	T2.1	475	Gross Income-Sales & Service	
	A	T2.1	598, 698	Gross Expenses = Sum of (Cost of Goods & Services Sold T2.1 L598 + Total Expenses & Deductions T2.1 L698)	
	699	- - - - - - -		Net Operating Income or Profit = (L475 minus Line A.)	
	B	2A	052, 056	Number of Full time Workers F2A L052A, Number of Part-Time Workers F2A L056A.	
T7 LD	C	2A	054, 058, 060, 064, 066	Number of Workers Required (Equivalent) = Sum of [(F2A L054A + L058A + L060A + L064A + L066A) ÷ 2000]	
	D	T2.1	609, 610, 611, 645, 699	Net Return Per Worker Equivalent = Sum of [(Net Profit T2.1 L699 + Paid Family Labor T2.1 L609 + Salaries & Wages T2.1 L610 + Payroll Taxes T2.1 L611 + Employee Benefits T2.1 L645) ÷ Line C.]	
	E	T4 T1	199 C	Capital Investment Per Worker Equivalent = Sum of [(Beginning Inventory of Total Assets T4 L199 + Ending Inventory of Total Assets T4 L199) ÷ 2] ÷ (T1 Line C.)	
	F	- - - - - - -		ASSETS BEGINNING	ENDING
	121	T4	121, 141	(Beg. Inv. of Mdse. T4 L121 + Beg. Inv. Secondary T4 L141)	(End. Inv. of Mdse. T4 L121 + End. Inv. Secondary T4 L141)
T5 L181	181	T4	181	Beg. Inv. of Land T4 L181	End Inv. of Land T4 L181
	182	T4	182, 183	(Beg. Inv. of Bldgs T4 L182 Minus Acc. Depr. T4 L183)	(End Inv. of Bldgs T4 L182 minus Acc. Depr. T4 L183)
	184	T4	184, 185	(Beg. Inv. of Equip & Fix. T4 L184 minus Acc. Depr T4 L185)	(End. Inv. of Equip & Fix. T4 L184 minus Acc. Depr. T4 L185)
	186	T4	186, 187	(Beg. Inv. of vehicles T4 L186 minus Acc. Depr. T4 L187)	(Beg. Inv Vehicles T4 L186 minus Acc. Depr. T4 L187)
	G	- - - - - - -		Total Non-Cash Assets = Sum of Beg. Inv. (121 + 181 + 182 + 184 + 186)	Total Non-Cash Assets = Sum of End. Inv. (121 + 181 + 182 + 184 + 186)
3 LC or F	H	- - - - - - -		Increase or Decrease in Non-Cash Assets = Sum of (Ending Inventory Line G minus Beginning Inventory Line G.)	

CARRY TO TBLE	P-O LINE	FORM	FORM LINE	TABLE 2. INCOME AND EXPENSE STATEMENT
				ALL VALUES ARE BUSINESS SHARE UNLESS SPECIFIED OTHERWISE. ALL SUMMATIONS OF LINE NUMBERS REFER TO PRINT-OUT LINES.
	400	- - -	- - -	INCOME
	421	2A	421, 441, 460, 461, 462, 463, 472, 473	Sum of (Column A., Merchandise, Secondary Mdse., Labor-Customer, Labor-Outside, Labor-Internal, Labor-Warranty, Parts-Internal and Parts-Warranty)
	870	1	870	Column A., Family Use of Goods and Services 870A
	A	- - -	- - -	Sum of (421 + 870) = A.
	749	1	710, 720, 730, 740	Sum of (Column B, 710 + 720 + 730 + 740) = 749 Total Sales of Assets
	B	2A	480 481, 482, 490, 491, 492	Sum of (Column A., 480 + 481 + 482 + 490 + 491 + 492) = B Total Other Business Income
	C	T1	H	Increase in Non-Cash Assets
	D	- - -	- - -	Sum of (A. + 749 + B. + C.) = D. Total Income
	600	- - -	- - -	EXPENDITURES
	521	2A	521, 541, 550, 561, 570	Sum of (Column A., 521 + 541 + 561 + 570) = 521 Mdse Purchased for Resale
	609	2A	609	Paid Family Wages 609A
	610	2A	610	Salaries & Wages 610A
	611	2A	611	Payroll Taxes 611A
	612	2A	612	Advertising 612A
	613	2A	613, 614	Heat + Electricity 613A
	615	2A	615, 616	Water + Telephone 615A
	617	2A	617	Insurance 617A
	619	2A	619	Repairs & Maintenance - Land 619A
	620	2A	620	Repairs & Maintenance - Buildings 620A
	621	2A	621	Repairs & Maintenance - Equipment & Fixtures 621A
	622	2A	622	Repairs & Maintenance - Vehicles 622A
	623	2A	623	Gas, Oil & Grease 623A
	624	2A	624	Legal & Accounting 624A
	625	2A	625	Property Taxes 625A
	626	2A	626	Contributions & Donations 626A
	627	2A	627, 628	Shop Expense 627A + Office Expense 628A

CARRY TO TBLE	P-O LINE	FORM	FORM LINE	TABLE 2. CONTINUED
	629	2A	629, 630, 632	Entertainment + Dues + Travel 629A
	631	2A	631	Licenses 631A
	638	2A	638	Bad Debts 638A
	639	2A	639	Rent 639A
	641	2A	633, 640, 641, 651, 652, 653, 654	Policy Adjustment + Cash Short/Long + Misc.
	642	2A	642, 643	Delivery Expense + Postage 642A
	644	2A	644	Selling Expense 644A
	645	2A	645	Employee Benefits 645A
	646	2A	646, 647	Trash & Garbage Removal + Breakage & Spoilage
	648	2A	648, 649	Collection Expense L548A + Bank Charges L649A
	650	2A	650	Supplies L650A
	E	- - - - -		Total Expenses = Sum of (Line 521 + (Lines 609 through 650))
	750	- - - - -		PURCHASES OF ASSETS
	760	1	760	Purchases of Land L760B
	770	1	770	Purchases of Buildings L770B
	780	1	780	Purchases of Equipment & Fixtures L780B
	790	1	790	Purchases of Vehicles L790B
	F	T1	H	Decrease in Non-Cash Assets T1 Line H. (If Negative)
T3 LD	G	T1	G	Interest on Investment (6%) = Sum of [(Beginning Inventory Line G + Ending Inventory Line G. ÷ 2) x (.06)]
	062	2A	062	Value of Unpaid Family Labor = F2A L062A
	H	- - - - -		Total Expenditures = Sum of (Lines E. + 760 + 770 + 780 + 790 + F. + G. + 062)
T5 RLM	RLM	- - - - -		Return to Operators Labor and Management = Sum of (Line D. minus Line H.)
T5 CLM	CLM	2A	618	Return to Capital, Family Labor and Management = Sum of [(Lines RLM + G. + 062) minus (L618A Interest Paid)]

CARRY TO TBLE	P-O LINE	FORM	FORM LINE	TABLE 2.1 INCOME & EXPENSE STATEMENT - BUSINESS ONLY
	400	- - - - - - -		INCOME
	421	2A	421	Merchandise Sales 421A
	441	2A	441	Secondary Mdse. Sales 441A
	460	2A	460	Customer Labor 460A
	461	2A	461	Outside Labor (Sublet) 461A
	462	2A	462	Internal Labor 462A
	463	2A	463	Warranty Labor 463A
	472	2A	472	Internal Parts 472A
	473	2A	473	Warranty Parts 473A
T1 L475	475	- - - - - - -		Net Sales of Goods & Services = Sum of (421 + 441 + 460 + 461 + 462 + 463 + 472 + 473)
	500	- - - - - - -		COST OF GOODS OR SERVICES SOLD
	121	2A	121,141	Beginning Inventory = Sum of (Merchandise L121A + Secondary Mdse. L141A)
	521	2A	521	Merchandise Purchased 521A
	541	2A	541	Secondary Mdse. Purchased 541A
	550	2A	550	Freight-In Costs 550A
	561	2A	561	Product Cost-Sublet Labor 561A
	570	2A	570	Production Cost-Labor 570A
	A	- - - - - - -		Goods or Services Available = Sum of (121 + 521 + 541 + 550 + 561 + 570)
	121	2A	131,151	Ending Inventory = Sum of (Merchandise L131A + Secondary Mdse. L151A)
	598	- - - - - - -		Cost of Goods or Services Sold = Sum of (Line A. minus Ending Inventory L121)
T7 LC	599	- - - - - - -		Gross Profit From Sales = Sum of (L475 minus L598)
	600	- - - - - - -		EXPENSES
	609	2A	609	Paid Family Wages 609A
	610	2A	610	Salaries & Wages 610A
	611	2A	611	Payroll Taxes 611A
	612	2A	612	Advertising 612A
	613	2A	613	Heat 613A
	614	2A	614	Electricity 614A
	615	2A	615	Water 615A
	616	2A	616	Telephone 616A
	617	2A	617	Insurance 617A
	618	2A	618	Interest 618A
	619	2A	619	Repairs & Maint. - Land 619A
	620	2A	620	Repairs & Maint. - Buildings 620A
	621	2A	621	Repairs & Maint. - Equipment & Fixtures 621A
	622	2A	622	Repairs & Maint. - Vehicles 622A
	623	2A	623	Gas, Oil & Grease 623A
	624	2A	624	Legal & Accounting 624A
	625	2A	625	Property Taxes 625A
	626	2A	626	Contributions & Donations 626A
	627	2A	627	Shop Expense 627A
	628	2A	628	Office Expense 628A
	629	2A	629	Entertainment & Promotion 629A
	630	2A	630	Dues & Subscriptions 630A
	631	2A	631	Licenses 631A

CARRY TO TBLE	P-O LINE	FORM	FORM LINE	TABLE 2.1 CONTINUED
	632	2A	632	Travel & Conventions 632A
	633	2A	633	Policy Adjustment 633A
	635	2A	635	Depreciation - Buildings 635A
	636	2A	636	Depreciation - Equipment & Fixtures 636A
	637	2A	637	Depreciation - Vehicles 637A
	634	2A	634	Depreciation Total = Sum of (635 + 636 + 637)
	638	2A	638	Bad Debts 638A
	639	2A	639	Rent 639A
	640	2A	640	Cash Short/Long 640A
	641	2A	641	Miscellaneous 641A
	642	2A	642	Delivery Expense 642A
	643	2A	643	Postage 643A
	644	2A	644	Selling Expense 644A
	645	2A	645	Employee Benefits 645A
	646	2A	646	Trash & Garbage Removal 646A
	647	2A	647	Breakage & Spoilage 647A
	648	2A	648	Collection Expense 648A
	649	2A	649	Bank Charges 649A
	650	2A	650	Supplies 650A
	651	2A	651	Open Account 651A
	652	2A	652	Open Account 652A
	653	2A	653	Open Account 653A
	654	2A	654	Open Account 654A
	698	- - - -	- - -	Total Expenses & Deductions = Sum of (Lines 609 through 654) * NOTE: If L640 is NEGATIVE, it must be SUBTRACTED from the summation.
	699	- - - -	- - -	Net Operating Profit = Sum of (Line 599 minus Line 698)
	B	- - - -	- - -	OTHER BUSINESS INCOME
	480	2A	480	Interest Income 480A
	481	2A	481	Rental Income 481A
	482	2A	482	Royalties Income 482A
	490	2A	490	Purchase Discounts 490A
	491	2A	491	Volume Discounts 491A
	492	2A 1	492, 710, 715, 720, 725, 730, 735, 740, 745	Other = Sum of [(Other F2A L492A + F1 L710B + F1 L720B + F1 L730B + F1 L740B) minus (F1 L715B + F1 L725B + F1 L735B + F1 L745B)]
T4 397 EI	397	- - - -	- - -	Total Business Income = Sum of (Lines 699 + 480 + 481 + 482 + 490 + 491 + 492)

CARRY TO TBLE	P-O LINE	FORM	FORM LINE	TABLE 3. SUMMARY OF GROSS MARGINS & NET DECREASES
	A	- - - -	- - -	DEPARTMENTAL GROSS MARGINS
	599.01	T9.1	599	Department 1 - Gross Margin
	599.02	T9.2	599	Department 2 - Gross Margin
	599.03	T9.3	599	Department 3 - Gross Margin *NOTE - Same for as many departments as indicated on the data forms.
	599	- - - -	- - -	Total of Departmental Gross Margins = Sum of (599.01 + 599.02 + 599.03 + ...)
	480	2A	480, 481, 482, 490, 491, 492	Other Business Income = Sum of (Interest Income 480A + Rental Income 481A + Royalties Income 482A + Purchase Discounts 490A + Volume Discounts 491A + Other 492A)
	B	- - - -	- - -	Total Returns and Net Increases = Sum of (599 + 480)
	C	- - - -	- - -	EXPENSES AND NET DECREASES
	181	2A 1	619 710, 715	Land = Sum of (Repairs & Maint.-Land 619A + Cost of Land Sold 715B) minus (Sales of Land 710B)
	182	2A 1	620, 635, 720, 725	Buildings = Sum of (Repairs & Maint.-Bldgs 620A + Depreciation 635A + Cost of Buildings Sold 725B) minus (Sales of Buildings 720B)
	184	2A 1	621, 636, 730, 735	Equipment & Fixtures = Sum of (Repairs & Maint.-Eq. & Fix. 621A + Depreciation 636A + Cost of Eq. & Fix. Sold 735B) minus (Sales of Eq. & Fix. 730B)
	186	2A 1	622, 623, 637, 740, 745	Vehicles = Sum of (Repairs & Maint.-Vehicles 622A + Gas, Oil & Grease 623A + Depreciation 637A + Cost of Vehicles Sold 745B) minus (Sales of Vehicles 740B)
	605	2A	062, 609, 610, 611, 645	Labor Costs = Sum of (Unpaid Family Labor 062A + Paid Family Labor 609A + Salaries & Wages 610A + Payroll Taxes 611A + Employee Benefits 645A)
	612	2A	612	Advertising 612A
	613	2A	613, 614, 615, 616	Utilities = Sum of (Heat 613A + Electricity 614A + Water 615A + Telephone 616A)
	617	2A	617	Insurance 617A
	624	2A	624	Legal & Accounting 624A
	625	2A	625, 631	Taxes & Licenses = (Property Taxes 625A + Licenses 631A)
	626	2A	626	Contributions & Donations 626A
	627	2A	627, 628	Shop Expense 627A + Office Expense 628A
	629	2A	629, 630, 632	Entertainment 629A + Dues & Subscriptions 630A + Travel & Conventions 632A

CARRY TO TBLE	P-O LINE	FORM	FORM LINE	TABLE 3. CONTINUED
	638	2A	638	Bad Debts 638A
	639	2A	639	Rent 639A
	641	2A	633, 640, 641, 651, 652, 653, 654	Miscellaneous & Other Expenses = Sum of (Policy Adjustment 633A + Cash Short/Long 640A + Misc. Exp. 641A + Open 651A + Open 652A + Open 653A + Open 654A)
	642	2A	642	Delivery Expense 642A + Postage 643A
	644	2A	644	Selling Expense 644A
	646	2A	646, 647	Trash & Garbage Removal 646A + Breakage & Spoilage 647A
	648	2A	648, 649	Collection Expense 648A + Bank Charges 649A
	650	2A	650	Supplies 650A
	D	T2	G	Interest on Investment
	E	- - -	- - -	Total Expenses & Net Decreases = Sum of (Lines 181 through Line D.)
	RLM	- - -	- - -	Return to Operators Labor and Management = Sum of (Line B. minus Line E.) = RLM

TABLE 4. BALANCE SHEET - BUSINESS ONLY

CARRY TO TBLE	P-O LINE	FORM	FORM LINE	BEGINNING	ENDING
	A			ASSETS	
	100			CURRENT ASSETS	
	101(B)(D)	1	101	Beg. Inv. 101A = 101(B)	Ending Inv. 101B = 101(D)
	102(B)(D)	1	102	Beg. Inv. 102A = 102(B)	Ending Inv. 102B = 102(D)
	109(B)(D)	1	109	Beg. Inv. 109A = 109(A)	Ending Inv. 109B = 109(C)
	110(A)(C)	1	110	Beg. Inv. 110A = 110(A)	End. Inv. 110B = 110(C)
	111(A)(C)	1	111	Beg. Inv. 111A = 111(A)	End. Inv. 111B = 111(C)
	112(A)(C)	1	112	Beg. Inv. 112A = 112(A)	End. Inv. 112B = 112(C)
	108(A)(C)			B.I. = Sum of (109A + 110A + 111A + 112A) = Total A/R 108(A)	E.I. = Sum of (109B + 110B + 111B + 112B) = Total A/R = 108(D)
	114(A)(C)	1	114	Allowance Bad Debts 114A = 114(A)	Allowance Bad Debts 114B = 114(D)
T5 L108	B(B)(D)			Net A/R = Sum of (108 minus 114) = B(B)	Net A/R = Sum of (108 minus 114) = B(D)
T5 L115	115(B)(D)	1	115	B.I. Notes Rec. 115A = 115(B)	E.I. Notes Rec. 115B = 115(D)
	116(B)(D)	1	116	B.I. Open 116A = 116(B)	E.I. Open 116B = 116(D)
	121(B)(D)	2A	121, 131	B.I. Mdse. Inv. 121A = 121(B)	E.I. Mdse. Inv. 131A = 121(D)
	141(B)(D)	2A	141, 151	B.I. Secondary Inv. 141A = 141(B)	E.I. Secondary Inv. 151A = 141(D)
	161(B)(D)	1	161	B.I. Prepaid Ins. 161A = 161(B)	E.I. Prepaid Ins. 161B = 161(D)
	162(B)(D)	1	162	B.I. Prepaid Taxes 162A = 162(B)	E.I. Prepaid Taxes 162B = 162(D)
	163(B)(D)	1	163	B.I. Open 163A = 163(B)	E.I. Open 163B = 163(D)
	179(B)(D)			Sum of (101A + 102A + B + 115A + 116A + 121A + 141A + 161A + 162A + 163A) = Total Current Assets = 179(B)	Sum of (101B + 102B + B + 115B + 116B + 131A + 151A + 161B + 162B + 163B) = Total Current Assets = 179(D)
	180			FIXED ASSETS	
T1 L181	181(B)(D)	1	181	B.I. Land 181A = 181(B)	E.I. Land 181B = 181(D)
	182(A)(C)	1	182	B.I. Buildings 182A = 182(A)	E.I. Buildings 182B = 182(C)
	183(A)(C) (B)(D)	1	183	B.I. Acc. Depr. 183A = 183(A); (182A minus 183A) = 183(B)	E.I. Acc. Depr. 183B = 183(C); (182B minus 183B) = 183(D)
	184(A)(C)	1	184	B.I. Equip. & Fix. 184A = 184(A)	E.I. Equip. & Fix. 184B = 184(c)
	185(A)(C) (B)(D)	1	185	B.I. Acc. Depr. 185A = 185(A); (184A minus 185A) = 185(B)	E.I. Acc. Depr. 185B = 185(C); (184B minus 185B) = 185(D)
	186(A)(C)	1	186	B.I. Vehicles 186A = 186(A)	E.I. Vehicles 186B = 186(C)
	187(A)(C) (B)(D)	1	187	B.I. Acc. Depr. 187A = 187(A); (186A minus 187A) = 187(B)	E.I. Acc. Depr. 187B = 187(C); (186B minus 187B) = 187(D)
	190(B)(D)			Total Fixed Assets = Sum of [181A + (182A - 183A) + (184A - 185A) + (186A - 187A)] = 190(B)	Total Fixed Assets = Sum of [181B + (182B - 183B) + (184B - 185B) + (186B - 187B)] = 190(D)
	199(B)(D)			Total Assets = (179 + 190) = 199(B)	Total Assets = (179 + 190) = 199(D)

CARRY TO TBLE	P-O LINE	FORM	FORM LINE	TABLE 4. CONTINUED	
	C	- - -	- - -	LIABILITIES	
				BEGINNING	ENDING
	200	- - -	- - -	CURRENT LIABILITIES	
	209(A)(C)	1	209	B.I. A/P 209A = 209(A)	E.I. A/P 209B = 209(C)
	210(A)(C)	1	210	B.I. A/P 210A = 210(A)	E.I. A/P 210B = 210(C)
	211(A)(C)	1	211	B.I. A/P 211A = 211(A)	E.I. A/P 211B = 212 (C)
	212(A)(C)	1	212	B.I. A/P 212A = 212(A)	E.I. A/P 212B = 212(C)
	208(B)(D)	- - -	- - -	Total A/P = Sum of (209A + 210A + 211A + 212A) = 208(B)	Total A/P = Sum of (209B + 210B + 211B + 212B) = 208(D)
	216(B)(D)	1	216	B.I. Notes Pay.-Bank 216A = 216(B)	E.I. Notes Pay.-Bank 216B = 216(D)
	217(B)(D)	1	217	B.I. Notes Pay.-Other 217A = 217(B)	E.I. Notes Pay.-Other 217B = 217(D)
	218(B)(D)	1	218	B.I. Interest Payable 218A = 218(B)	E.I. Interest Payable 218B = 218(D)
	219(B)(D)	1	219	B.I. Open 219A = 219(B)	E.I. Open 219B = 219(D)
	220(B)(D)	1	220	B.I. Fed & FICA Pay. 220A = 220(B)	E.I. Fed & FICA Pay. 220B = 220(D)
	221(B)(D)	1	221	B.I. State With. Pay. 221A = 221(B)	E.I. State With. Pay. 221B = 221(D)
	222(B)(D)	1	222	B.I. Fed. Unemp. Pay. 222A = 222(B)	E.I. Fed. Unemp. Pay. 222B = 222(D)
	223(B)(D)	1	223	B.I. State Unemp. Pay 223A = 223(B)	E.I. State Unemp. Pay. 223B = 223(D)
	224(B)(D)	1	224	B.I. Sales Tax Payable 224A = 224(B)	E.I. Sales Tax Payable 224B = 224(D)
	225(B)(D)	1	225	B.I. Property Tax Pay. 225A = 225(B)	B.I. Property Tax Pay. 225B = 225(D)
	226(B)(D)	1	226	B.I. Open 226A = 226(B)	E.I. Open 226B = 226(D)
T5 L250	250(B)(D)	- - -	- - -	Total Current Liabilities = Sum of (208A through 226A) = 250(C)	Total Current Liabilities Sum of (208B through 226B) = 250(D)
	260	- - -	- - -	LONG-TERM LIABILITIES	
	261(B)(D)	1	261	B.I. Mortgage Pay. 261A = 261(B)	E.I. Mortgage Pay. 261B = 261(D)
	262(B)(D)	1	262	B.I. Intermediate Loans Payable 262A = 262(B)	E.I. Intermediate Loans Payable 262B = 262(D)
	263(B)(D)	1	263	B.I. Open 263A = 263(B)	E.I. Open 263B = 263(D)
T5 L295	295(B)(D)	- - -	- - -	Total Long-Term Liabilities = Sum of (261A + 262A + 263A) = 295(C)	Total Long-Term Liabilities = Sum of (261B + 262B + 263B) = 295(D)
	299(B)(D)	- - -	- - -	Total Liabilities = Sum of (250 + 295) = 299(C)	Total Liabilities = Sum of (250 + 295) = 299(D)
	300	- - -	- - -	OWNER'S EQUITY	
	310	1	310	B.I. Cap. Acct.-Owner 310A(B)	E.I. Cap. Acct.-Owner 310B(D)
	311	1	311	B.I. Cap. Acct.-Other 311A(B)	E.I. Cap. Acct. Other 311B(D)
	312	1	312	B.I. Cap. Acct.-Other 312A(B)	E.I. Cap. Acct.-Other 312B(D)
	320	1	320	B.I. Draw Account 320A(B)	E.I. Draw Account 320B(D)
	321	1	321	B.I. Fed & State Estimated Tax 321A(B)	E.I. Fed & State Estimated Tax 321B(D)
	397	1	397	B.I. Net Profit - Prior Year 397A	
	397	T2.1	397	- - - - - - - - - - - - - - - - -	E.I. Profit to Date 397(D)

TABLE 4. CONTINUED

CARRY TO TBLE	P-O LINE	FORM	FORM LINE	BEGINNING	ENDING
	379			Total Equity = Sum of (310A + 311A + 312A - 320A - 321A + 397) = 379(B)	Total Equity = Sum of (310B + 311B + 312B - 320B - 321B + 397) = 379(D)
	390			Total Liabilities Plus Equity = Sum of (299 + 379) = 390(B)	Total Liabilities Plus Equity = Sum of (299 + 379) = 390(D)
	D.				Gain or Loss in Owner's Equity = Sum of (Ending Inv. of Total Equity L379 minus Beginning Inv. of Total Equity L379)
	E.			Ratio-Current Assets/Current Liab. = (B.I. Current Assets L179 ÷ B.I. Current Liab. L250)	Ratio-Current Assets/Current Liab. = (E.I. Current Assets L179 ÷ E.I. Current Liab. L250)
	F.			Ratio Current Liab. /Inv. = [(B.I. Current Liab. L250) ÷ (B.I. Mdse. Inv. L121 + Secondary Inv. L141)]	Ratio-Current Liab. / Inventory = [(E.I. Current Liab. L250) ÷ (E.I. Mdse. Inv. L131 + Secondary Inv. L151)]
	G.			Ratio-Fixed Assets/Owners Equity = (B.I. Fixed Assets L190 ÷ B.I. Owner's Equity L379)	Ratio-Fixed Assets/Owner's Equity = (E.I. Fixed Assets L190 ÷ E.I. Owner's Equity L379)
	H.			Ratio-Land & Buildings/Long Term Liab. = [(B.I. Land L181 + (B.I. Bldgs L182 - B.I. Acc. Depr. L183)) ÷ B.I. Long-Term Liab. L295]	Ratio-Land & Buildings/Long-Term Liab. = [(E.I. Land L181 + (E.I. Bldgs L182 - E.I. Acc. Depr. L183)) ÷ E.I. Long-Term Liab. L295]
	I.			Ratio-Total Assets/Total Liabilities = (B.I. Total Assets L199 ÷ B.I. Total Liabilities L299)	Ratio-Total Assets/Total Liabilities = (E.I. Total Assets L199 ÷ B.I. Total Liabilities L299)
	J.			Ratio-Total Assets/Owner's Equity = (B.I. Total Assets L199 ÷ B.I. Total Equity L379)	Ratio-Total Assets/Owner's Equity = (E.I. Total Assets L199 ÷ E.I. Total Equity L379)
	K.			Quick Ratio = [(B.I. Cash in Bank L101 + B.I. Cash-Petty L102 + B.I. Net A/R Line B.) ÷ B.I. Current Liabilities L250]	Quick Ratio = [(E.I. Cash in Bank L101 + E.I. Cash-Petty L102 + E.I. Net A/R Line B.) ÷ E.I. Current Liabilities L250]

TABLE 5. NET WORTH

CARRY TO TBLE	P-O LINE	FORM	FORM LINE	BEGINNING	ENDING
	A	- - - - - -		BUSINESS ASSETS	
	101	T4	101, 102	(B.I. Cash in Bank L101 + B.I. Cash-Petty L102)	(E.I. Cash in Bank L101 + E.I. Cash-Petty L102)
	108	T4	B	B.I. Net Accts. Rec. Line B.	E.I. Net Accts. Rec. Line B.
	115	T4	115	B.I. Notes Receivable L115	E.I. Notes Receivable L115
	121	2A	121, 141, 131, 151	(B.I. Mdse. Inv. L121 + B.I. Secondary Inv. L141)	(E.I. Mdse. Inv. L131 + E.I. Secondary Inv. L151)
	161	T4	116, 161, 162, 163	B.I. Other Current Assets = B.I Open L116 + B.I. Prep. Ins. L161 + B.I. Prepaid Taxes L162 + B.I. Open L163)	E.I. Other Current Assets = B.I. Open L116 + B.I. Prep. Ins. L161 + B.I. Prepaid Taxes L162 + E.I. Open L163)
	181	T4	181	B.I. Bare Land L181	E.I. Bare Land L181
	182	T4	182, 183	(B.I. Buildings L182 minus B.I. Acc. Depr. L183)	(E.I. Buildings L182 minus E.I. Acc. Depr. L183)
	184	T4	184, 185	(B.I. Equip. & Fixtures L184 minus B.I. Acc. Depr. L185)	(E.I. Equip. & Fixtures L184 minus E.I. Acc. Depr. L185)
	186	T4	186, 187	(B.I. Vehicles L186 minus B.I. Acc. Depr. L187)	(E.I. Vehicles L186 minus E.I. Acc. Depr. L187)
	199	- - - - - -		Total Business Assets = Sum of (101 + 108 + 115 + 121 + 161 + 181 + 182 + 184 + 186)	Total Business Assets - Sum of (101 + 108 + 115 + 121 + 161 + 181 + 182 + 184 + 186)
	B	- - - - - -		PERSONAL ASSETS	
	C	1	181, 182	B.I. Land & Buildings = (Land 181C + Buildings 182A)	E.I. Land & Buildings (Land 181D + Buildings 182D)
	D	1	101, 102, 115, 116, 161, 162, 163, 184, 186	B.I. Other Non-Business Assets = Sum of (101C + 102C + 115C + 116C + 161C + 162C + 163C + 184C + 186C)	E.I. Other Non-Business Assets = Sum of (101D + 102D + 115D + 116D + 161D + 162D + 163D + 184D + 186D)
	E	- - - - - -		Total Assets = Sum of (B.I. Total Business Assets L199 + Land & Bldgs Line C. + Other Non-Business Assets Line D.)	Total Assets = Sum of (E.I. Total Business Assets L199 + Land & Bldgs Line C. + Other Non-Business Assets Line D.)
	F.	- - - - - -		BUSINESS LIABILITIES	
	250	T4	250	B.I. Total Current Liab. L250	E.I. Total Current Liab. L250
	295	T4	295	B.I. Long Term Liab. L295	E.I. Long-Term Liab. L295
	299	- - - - - -		B.I. Total Business Liabilities = Sum of (L250 + L295)	E.I. Total Business Liabilities = Sum of (L250 + L295)

CARRY TO TBLE	P-O LINE	FORM	FORM LINE	TABLE 5. CONTINUED	
				BEGINNING	ENDING
	G	1	208, 216, 217, 218, 219, 225 226, 261, 262, 263	B.I. Personal Liabilities = Sum or (A/P 208C + Notes Pay. -Bank 216C + Notes Pay.-Other 217C + Int. Pay. 218C + Open 219C + Property Tax Pay. 225C + Open 226C + Mortgage Pay. 261C + Intermediate Loans 262C + Open 263C)	E.I. Personal Liabilities = Sum of (A/P 208D + Notes Pay. -Bank 216D + Notes Pay.-Other 217D + Int. Pay. 218D + Open 219D + Property Tax Pay. 225D + Open 226D + Mortgage Pay. 261D + Intermediate Loans 262D + Open 263D)
	H	- - - - -		B.I. Total Liabilities = (Total Business Liab. L299 + Personal Liab. Line G.)	E.I. Total Liabilities = (Total Business Liab. L299 Personal Liab. Line G.)
	I	- - - - -		B.I. Total Net Worth = (Total Assets Line E. minus Total Liab. Line H.)	E.I. Total Net Worth = (Total Assets Line E. minus Total Liab. Line H.)
	J	- - - - -			Change in Total Net Worth = Ending Inventory of Total Net Worth Line I. minus Beginning Inventory of Total Net Worth Line I.)
	RLM	T2	RLM	Return to Operator's Labor & Management	
	CLM	T2	CLM	Return to Capital, Family Labor & Management	
	088	1	088	Total Non-Business Income 088A	
	070	1	070, 076	Total Money Borrowed (Bus. & Personal) = The Sum of (Total Money Borrowed Bus. 070B + Total Money Borrowed Personal 076A)	
	074	1	074, 078	Total Paid on Debts - Principal Only = The Sum of (Total Paid on Debt-Bus. 074B + Total Paid on Debt-Personal 078A)	
	K	T6	B	Total Household & Personal Cash Expense Line B.	

CARRY TO TBLE	P-O LINE	FORM	FORM LINE	TABLE 6. HOUSEHOLD AND PERSONAL EXPENSES
	090	1	090	Number of Persons Per Family 090A
	095	1	095	Adult Equivalents Per Family 095A
	800	- - - - - -		EXPENSES
	813	1	813	Heat 813A
	814	1	814	Electricity 814A
	815	1	815	Water 815A
	816	1	816	Telephone 816A
	817	1	817	Insurance 817A
	818	1	818	Interest 818A
	819	1	819	Repairs & Maint. - Land 819A
	820	1	820	Repairs & Maint. - Buildings (Home) 820A
	821	1	821	Repairs & Maint. - Equipment & Fixtures 821A
	822	1	822	Repairs & Maint. - Vehicles 822A
	823	1	823	Gas, Oil & Grease 823A
	824	1	824	Legal & Accounting 824A
	825	1	825	Property Taxes 825A
	826	1	826	Contributions & Donations 826A
	829	1	829	Entertainment 829A
	830	1	830	Dues & Subscriptions 830A
	831	1	831	Licenses 831A
	832	1	832	Travel & Recreation 832A
	839	1	839	Rent 839A
	841	1	841	Miscellaneous 841A
	843	1	843	Postage 843A
	850	1	850	Supplies 850A
	860	1	860	Church 860A
	862	1	862	Medical Expenses 862A
	864	1	864	Food & Meals 864A
	866	1	866	Clothing Bought 866A
	868	1	868	Education 868A
	A	- - - - - -		Total Cash Living Expenses = Sum of (Lines 813 through Line 868)
	760	1	760	Purchases of Land 760A
	770	1	770	Purchases of Buildings (Home) 770A
	780	1	780	Purchases of Equipment & Fixtures 780A
	790	1	790	Purchases of Vehicles 790A
T5 LK	B	- - - - - -		Total Household & Personal Cash Expenses = Sum of (Line A. + 760 + 770 + 780 + 790)
	870	1	870	Family Use of Goods & Services 870A
	C	- - - - -		Total Household Cash & Non-Cash Expense = (Line B. + Line 870)

CARRY TO TBLE	P-O LINE	FORM	FORM LINE	TABLE 7. MEASURES OF BUSINESS ORGANIZATION AND EFFICIENCY
	A	- - - - - - -		BUSINESS SIZE
	B	T4	199	Average Business Investment = [(Total Assets-Beginning L199(B) + Total Assets-Ending L199(D)) ÷ 2]
	C	T2.1	599	Total Gross Margin L599
	D	T1	C	Yearly Worker Equivalent
	E	- - - - - - -		LABOR EFFICIENCY
	F	- - - - - - -		Gross Margin Per Worker (Equivalent) = (Line C. ÷ Line D.)
	G	- - - - - - -		Total Business Investment Per Worker (Equivalent) = (Line B. ÷ Line D.)
	H	- - - - - - -		OVERHEAD
	I	T2.1	698, 599	Total Expenses ÷ $1000 of Gross Margin = Sum of [T2.1 L698 ÷ (T2.1 L599 ÷ 1000)]
	J	T2.1	698	Total Expenses Per Worker (Equivalent) = (T2.1 L698 ÷ Line D.)
	K	- - - - - - -		TURNOVER
	L	- - - - - - -		Total Gross Margin Per $1000 of Average Business Inventory = Sum of [Line C. ÷ (Line B. ÷ 1000)]
	M	T2.1 2A	475 131, 151	Inventory Turnover = [Net Sales T2.1 L475 ÷ (Ending Inv. Mdse. 131A + Secondary Mdse. 151)
	N	- - - - - - -		CREDIT CONTROL
	O	T2.1 T4	475 B	Receivable Turnover = (Net Sales T2.1 L475 ÷ Year End Accounts Receivable T4 Line B.(D))
	P	T4 T2.1	B 475	Collection Period = [Year End Accounts Receivable T4 Line B.(D) ÷ (Net Sales T2.1 L475 ÷ 360)]
	Q	- - - - - - -		RATIO ANALYSIS
	R	T2.1	699, 475	Net Operating Profit to Net Sales = (T2.1 L699 ÷ T2.1 L475)
	S	T2.1 T4	475 379	Net Sales to Owner's Equity = (T2.1 L475 ÷ Ending Inv. of Owner's Equity T4 L379(D))
	T	T2.1 2A	475 121, 141, 131, 151	Net Sales to Average Inventory = [T2.1 L475 ÷ [(Beg. Inv. Mdse. L121A + Secondary 141A + Ending Inv. Mdse. 131A + Secondary Mdse. 151A) ÷ 2]]
	U	T2.1 T4	475 179, 250	Net Sales to Working Capital = [T2.1 L475 ÷ (Year End Current Assets T4 L179(D) minus Year End Current Liabilities T4 L250(D))]
	V	T2 2A	RLM, 062 064 060	Return Per Hour on Operator & Unpaid Family Labor = [(T2 Line RLM + T2 L062) ÷ (Hrs Worked by Operator F2A 064A + Hrs Worked by Unpaid Family F2A 060A)]
	W	T2.1	699	Return on Business Investment = (T2.1 L699 ÷ Average Business Investment Line B.)

CARRY TO TBLE	P-O LINE	FORM	FORM LINE	TABLE 9.01 DEPARTMENTAL INCOME AND EXPENSE STATEMENT
				Tables will be printed for departments one (.01) through ninety-nine (.99). The department identification as shown on Department Code, Form 1, will be printed in the table heading.
				The instructions that follow are the same for each department.
				All summation of line numbers refer to print-out lines.
	400	- - - - -		INCOME
	421	2A	421B	Merchandise Sales 421B
	441	2A	441B	Secondary Sales 441B
	460	2A	460B	Customer Labor 460B
	461	2A	461B	Outside Labor (Sublet) 461B
	462	2A	462B	Internal Labor 462B
	463	2A	463B	Warranty Labor 463B
	472	2A	472B	Internal Parts 472B
	473	2A	473B	Warranty Parts 473B
	475	- - - - -		Sum of (421 + 441 + 460 + 461 + 462 + 463 + 472 + 473) = 475 Net Sales of Goods & Services
	500	- - - - -		COST OF GOODS OR SERVICES SOLD
	121	2A	121B, 141B	Beginning Inventory = (Merchandise 121B + Secondary Inventory 141B)
	521	2A	521B	Merchandise Purchased 521B
	541	2A	541B	Secondary Merchandise Purchased 541B
	550	2A	550B	Freight-In Costs 550B
	561	2A	561B	Production Cost - Sublet Labor 561B
	570	2A	570B	Production Cost - Labor 570B
	A	- - - - -		Sum of (121 + 521 + 541 + 550 + 561 + 570) = A. Goods Or Services Available
	121	2A	131B, 151B	Ending Inventory = (Merchandise Inv. 131B + Secondary Inv. 151B)
T3 L599.__	598	- - - - -		Sum of (Line A. minus Ending Inventory 121) = 598 Cost of Goods or Services Sold
	599	- - - - -		Sum of (L475 minus L598) = Gross Profit From Sales
	600	- - - - -		EXPENSES
	609	2A	609B	Paid Family Wages 609B
	610	2A	610B	Salaries & Wages 610B
	611	2A	611B	Payroll Taxes 611B
	612	2A	612B	Advertising 612B
	613	2A	613B	Heat 613B
	614	2A	614B	Electricity 614B
	615	2A	615B	Water 615B
	616	2A	616B	Telephone 616B
	617	2A	617B	Insurance 617B
	618	2A	618B	Interest 618B
	619	2A	619B	Repairs & Maint.-Land 619B
	620	2A	620B	Repairs & Maint.-Buildings 620B
	621	2A	621B	Repairs & Maint.-Equipment & Fixtures 621B
	622	2A	622B	Repairs & Maint.-Vehicles 622B

CARRY TO TBLE	P-O LINE	FORM	FORM LINE	TABLE 9.01 CONTINUED
	623	2A	623B	Gas, Oil & Grease 623B
	624	2A	624B	Legal & Accounting 624B
	625	2A	625B	Property Taxes 625B
	626	2A	626B	Contributions & Donations 626B
	627	2A	627B	Shop Expense 627B
	628	2A	628B	Office Expense 628B
	629	2A	629B	Entertainment & Promotion 629B
	630	2A	630B	Dues & Subscriptions 630B
	631	2A	631B	Licenses 631B
	632	2A	632B	Travel & Conventions 632B
	633	2A	633B	Policy Adjustment 633B
	635	2A	635B	Depreciation - Buildings 635B
	636	2A	636B	Depreciation - Equipment & Fixtures 636B
	637	2A	637B	Depreciation - Vehicles 637B
	634	- - - - - - -		Depreciation Total = Sum of (635 + 636 + 637)
	638	2A	638B	Bad Debts 638B
	639	2A	639B	Rent 639B
	640	2A	640B	Cash Short/Long 640B
	641	2A	641B	Miscellaneous 641B
	642	2A	642B	Delivery 642B
	643	2A	643B	Postage 643B
	644	2A	644B	Selling Expense 644B
	645	2A	645B	Employee Benefits 645B
	646	2A	646B	Trash & Garbage Removal 646B
	647	2A	647B	Breakage & Spoilage 647B
	648	2A	648B	Collection Expense 648B
	649	2A	649B	Bank Charges 649B
	650	2A	650B	Supplies 650B
	651	2A	651B	Open Account 651B
	652	2A	652B	Open Account 652B
	653	2A	653B	Open Account 653B
	654	2A	654B	Open Account 654B
	698	- - - - - - -		Total Expenses & Deductions = Sum of (Lines 609 through 654)
	699	- - - - - - -		Net Operating Profit = Sum of (L599 minus L698)
	B	- - - - - - -		OTHER BUSINESS INCOME
	480	2A	480B	Interest Income 480B
	481	2A	481B	Rental Income 481B
	482	2A	482B	Royalties Income 482B
	490	2A	490B	Purchase Discounts 490B
	491	2A	491B	Volume Discounts 491B
	492	2A	492B	Open Account 492B
	397	- - - - - - -		Total Department Income = Sum of (L699 + L480 + L481 + L482 + L490 + L491 + L492)

CARRY TO TBLE	P-O LINE	FORM	FORM LINE	TABLE 9.01 CONTINUED
	C	- - - - - - -		SUPPLEMENTARY MANAGEMENT INFORMATION
	D	2A T1 2A	054B, 058B, 060B, 064B, 066B C 080B	Total Hours of Labor Required = Sum of (054B + 058B + 060B + 064B + 066B) OR [(% Allocation of Hours 080B) x (T1 Line C. x 2000)]
	E	T7 2A	B. 082B	Total Investment Required = Sum of [(Average Business Investment T7 Line B.) x (% Allocation of Total Investment L082B)]
	F	- - - - - - -		Departmental Profit Per Worker = Sum of (Net Operating Profit L699) ÷ (Total Hours of Labor Required Line D. ÷ 2000)
	G	- - - - - - -		Departmental Profit Per $1000 Invested = Sum of (Net Operating Profit L699) ÷ (Total Investment Required Line E. ÷ 1000)
	H	- - - - - - -		Departmental Profit Per $100 of Total Costs = Sum of [(Net Operating Profit L699) ÷ ((Cost of Goods or Services Sold L598 + Total Expenses & Deductions L698) ÷ 100)]
	I	- - - - - - -		Ratio of Net Profit to Net Sales = Sum of (Net Operating Profit L699 ÷ Net Sales of Goods & Services L475)

Chapter VII.

Guides to Interpretation of the Business Analysis

USING THE SMALL BUSINESS ANALYSIS INFORMATION*

INTRODUCTION

The analysis of a small business is an important, complex task. For the business operator and those concerned with the success of the business, an analysis provides basic information for decision making.

While many people are concerned with the business operator's success -- the banker, small business administration officials, the small business management instructor, to name a few -- the answer to the question of who makes the decisions is vital. In our society the sanctity of the individual is supreme. The small business operator is one in a limited number of occupations who can, with minor exception, exercise freedom of choice in a business operation. Most of us who work with small business operators believe this to be desirable. Most of us also recognize that we seldom understand the individual small business operator's business quite as well as he does.

The purpose of a business analysis is to get information about a small business that the operator can use in making management decisions. It is not to be assumed that the operator will act without some outside influences. The family, a banker, an accountant, perhaps a professional management consultant and others will have varying degrees of influence on the operator's decisions. We who are professionals in small business education should recognize the highly complex nature of a small business and assume that the people who invest their time and money in the venture should appropriately be responsible for decision making.

What then can the business operator expect from the small business management instructor or small business administration official in the area of management? The professional educator should consider as one of his tasks the evaluation of information used in the analysis. This information can range from estimates of inventories, cost of goods sold, and expenses to very detailed accurate records. No business operator should assume accurate analysis information from incomplete or inaccurate records. The more complete and accurate the information, the more authentic the analysis data.

The second responsibility of the professional is to interpret the meaning of analysis figures. A third duty is to help the business operator in arriving at logical conclusions from the interpreted information. None of these involves decision making although the latter can come dangerously close, depending upon how it is approached by both the business operator and the instructor. The operator must assume that he is expected to think logically in making decisions of what the analysis of his business disclosed.

Consider the case of the ABC Hardware and the owner-operator Al Johnson. According to nearby business operators he had more product lines, more departments and more building area than he could care for. Al's business included hardware, appliances, furniture, sporting goods, lawn and garden clothing, and a repair shop. His business had a prime mainstreet location and his product lines were dependable. Al hired a lot of part-time help, and had difficulty maintaining full time employees. He was heavily in debt and his building needed substantial repair and remodeling.

The above information and corresponding appraisal could be made from a few contacts and a little observation. It was not even necessary to see business records for this very important background information. Al knew his situation and that he was faced with certain decisions. He needed to consider the quality of his labor, the total labor supply and the work schedule. Decisions needed to be made relative to his building problems, reorganizing his many departments and increasing profitability to turn around the debt situation.

At this point he, his family and his banker needed some factual information about the business. Important items were actual margins, labor efficiency, inventory turnover, revenue and expenses, etc.

Why were margins low? We need to examine buying, pricing and selling practices. Should he have planned advertising campaigns?

Other information derived from his analysis should be significant. Can we relate his total sales volume, and a relatively low worker equivalent figure, to other factors revealed in the analysis? What does a high building maintenance expense reveal? Should some decisions be made immediately or should Al and his family wait for cumulative information? The volume of business is high but the full-time equivalent work force is low. Does this suggest efficiency or excessive work load?

His appliance department showed a net profit of 19 percent while the clothing department showed 8 percent, yet it is the appliance department he is considering phasing out.

We were attempting to demonstrate both the desired reaction of the operator and of the professional counselor (instructor, banker, etc.) in this situation. We tried to identify some of the reasons for the problems of the business. Margins for some departments were low. An overworked staff of employees may have resulted in a high employee turnover rate and a lack of trained sales people. The operator might know this without admitting it. The appliance business seems stronger than the clothing business even though the operator feels he knows more about the clothing area. Is the local competition in the clothing area so great that it requires constant sales or bargain prices that leave little margin?

How did the general economic picture influence the results? Were there new products available with manufacturer advertising? We see a high building maintenance expense, but what is the breakdown of these expenses, and how do they compare to costs of remodeling?

No instructor with imagination can resist drawing some conclusions of his own. It is doubtful if these conclusions should ever be directly revealed to the operator. If the evidence supports them the operator should arrive at the same conclusions himself. If he does not, the reason may be due to certain likes and dislikes or that the instructor failed in getting the operator to weigh the evidence. The evidence as such does not always imply definite solutions. Decision making involves more than what the evidence reveals.

Both the operator and the instructor should understand that the latter's role is not to give advice. This will undoubtedly come from other sources, including members of the family, salesmen, business neighbors and bankers. Al's wife may want their home improved; his banker would like to see Al reduce his debt. A local contractor would like to remodel his building.

Some things revealed by an analysis are obvious, or at least they seem so. Decisions regarding them are not so obvious. While it was obvious in the case we were considering that the work load was heavy, the correction was not clear cut. The operator could consider (1) hiring more help (2) reducing the number of departments (3) putting employees on an incentive plan or (4) utilizing the self-service concept for some departments. Assumptions based on one year's records reflect the situations associated with that year.

We should not assume that the instructor has no need to be well informed. However, both he and the business operators with whom he works must realize that he cannot possibly be an authority even in the area of business technology or business management. He simply cannot be all things to all business operators. He often "teaches" people more expert than himself.

Perhaps the most effective means of presenting analysis data is during at-the-business instruction. Look for strong and weak points, make written comments, and build much of the individualized instruction around the analysis.

A general interpretation can be handled during a class session. Particular problems that occurred during the year should be pointed out along with comments on different operating procedures. More than one meeting will be necessary to deal with the subject of analysis interpretation. Keep the meetings only long enough to cover a limited subject in an interesting manner.

* Adapted from Charles M. Painter, Using Farm Analysis Information, 1972.

INTERPRETATION OF THE FIRST BUSINESS ANALYSIS

This interpretation is designed for the instructor to use with his second year or Small Business Management II class. The material will aid in the interpretation of the first business analysis that the business family receives as a result of being enrolled in the small business management education program.

No one is a complete authority on small business management. A variety of management materials is available to the instructor who is willing to assemble and organize it for instructional use. The purpose of this interpretation is to highlight what the various analysis tables can tell the business family and how this information might be applied to the business operation.

Table 1. SUMMARY OF BUSINESS INVENTORIES

Table 1 shows at a glance the total non-cash assets the business has to work with in order to generate a profit. In addition, it recaps gross income and expense, net profit and important labor data.

Table 2. INCOME AND EXPENSE STATEMENT

This income and expense statement takes into account family use of goods and services, value of family labor and a charge for capital invested in the business. These items, plus the normal business income and expense items, are used to calculate a "Return to the Operator's Labor and Management". One might define this return as what the operator got for his labor and management after subtracting the value of unpaid family labor and an interest charge on investment from the net business profit.

When the family labor and interest charge is added back, the result is a "Return to Capital, Family Labor and Management". This is the amount of money available to the family for living expenses, debt reduction and savings or investment.

Table 2.1. INCOME AND EXPENSE STATEMENT--BUSINESS ONLY

This is a standard business income and expense statement designed to show the net profit of the business. In addition to showing the gross profit, total expenses and net profit calculations, operating percentages are also calculated for major expense categories. This table shows precisely what the family made off their enterprise during the year.

Table 3. SUMMARY OF GROSS MARGINS & NET DECREASES

This table utilizes the exact data used to calculate Table 2. However, it arranges the data to show the relative contribution to income from each department and shows the cost of owning or operating each of the items in the expense category. If one looks at the figure for vehicles, for instance, it would give precisely what the total cost was to own and operate these vehicles for the entire year. It includes inventories, purchases, sales, repairs, and gas, oil and grease in the calculations. The return to operator's labor and management should be identical to that on Table 2.

Table 4. BALANCE SHEET--BUSINESS ONLY

The business balance sheet lists the value for the beginning and the end of the year of current and fixed assets. From these assets, it subtracts current and long-term liabilities to arrive at the owner's equity. This might be described as what the owner would have left if he sold his business and paid off all the business debts.

Several ratios are calculated at the bottom of this table to show relationships between various figures. The ratio of total assets ÷ total liabilities, for example, shows how many dollars of assets there are in the business for each dollar of business debts.

Table 5. NET WORTH

This table is calculated very much like Table 4. In addition to business assets and liabilities, the personal or family assets and liabilities are included to determine net worth. This could be defined as what the business family would have left if they sold all their assets-- business and personal-- and paid off all their debts, both business and personal. Additional information is recapped at the bottom of the table that can be useful in describing the total financial picture.

Table 6. HOUSEHOLD AND PERSONAL EXPENSE

Family living expenses are substantial for most business families. This table lists cash living expenses, purchases of vehicles and dwelling, taxes, insurance, savings and investments. In addition, it includes the value of goods and services taken from the business.

Table 7. MEASURES OF BUSINESS ORGANIZATION AND EFFICIENCY

It may be useful to compare the present organization and efficiency of the business with records of past performance. This comparison may be made to the particular business analyzed or to industry or trade statistics. The basic ratios and measures reported deal with investment, labor, control of expenses, business activity and profit designators.

Table 9. DEPARTMENTAL BREAKDOWN

Table 9 is a departmental operating statement. Assuming that income and expenses are accurately allocated among departments, these tables allow the business operator to analyze the relative contribution of each department to the total business net profit. The sum of all the departments' net operating profit is equal to the business net operating profit figure on Table 2.1.

Additional supplementary management information is included on investment, labor, control of expenses and profitability for each department. This data is provided to give additional means of comparison among departments.

Examples of an Analysis Interpretation Using the Practice Problem

Example "A": What is the working capital status of the Brown Furniture Company?

The key indicators of working capital availability, found on Table 4, the "Balance Sheet," Line E, "Ratio of Current Assets to Current Liabilities," and Line K, "Quick Ratio," identify the fluid or readily available assets needed to take care of the current liabilities of notes and accounts payable, taxes, insurance, salaries, etc.

In the case of Brown Furniture, we can observe the following from Table 4, "Balance Sheet."

	Beginning	Ending
Line E, Current Assets ÷ Current Liabilities	$\frac{\$33,485}{\$\ 8,014} = 4.18$	$\frac{\$59,791}{\$14,773} = 4.05$
Line K, Quick Ratio	$\frac{\$\ 3,815}{\$\ 8,014} = .48$	$\frac{\$37,266}{\$14,773} = 2.52$

A ratio of 1.00 in the examples above would indicate the minimal level of solvency, with $1.00 of current assets for each $1.00 or current liabilities.

The current assets to current liabilities ratio in the example has declined slightly because of an increase in notes payable. This ratio primarily affects short term business operations falling in the six month to one year range.

The quick ratio accounts for the day-to-day operational needs and shows a substantial improvement primarily due to a large increase in cash on hand, which partially corresponds to the decrease in merchandise inventory. While a ratio of 2.52 may appear to be a quite healthy one, a person must question the need for the large amount of cash on hand and the potential effect of a decreased inventory on future business activity. It may be suggested that a portion of the excess cash might be used for debt retirement and increasing inventories.

L. T. White, in the small business management book, Strengthening Small Business Management, is very concise concerning working capital:

> "They say the quickest way to raise capital is to collect it.
> Another fine way is to save it. The business way is to turn it.
> The growing way is to pledge it." (p. 120)

Example "B":

If we look at Table 7 of the Brown Furniture Company's analysis, we find on Line M that the inventory is being "turned" 6.8 times in a year -- a healthy sign. Looking further to the collection of receivables on Lines O and P, again we find two healthy ratios of just over 34 days for "Receivable Turnover" and a 10.5 day "Collection Period." The breakdown of accounts receivable on Table 4, Lines 109 - 112, identifies where the bulk of the receivables are located. Regarding the end of the year inventory of accounts receivable, it is evident that 25% of the receivables are outstanding over 60 days. This is a warning signal to the business owner that a more stringent collection policy may have to be implemented to recover these questionable receivables.

Example "C":

The key indicators of departmental profitability are found on Tables 9.__, the "Departmental Income and Expense Statement" Line I, "Ratio of Net Profit to Net Sales."

	Profit Ratio
Department 01 -- Bedroom	24%
Department 02 -- Living room & Dining room	21%
Department 03 -- Kitchen	22%
Department 04 -- Miscellaneous	20%
Department 05 -- Used	28%
Department 06 -- Truck (Service)	(147%)

At a glance, one department stands out as a complete failure. Department 06 seems to be losing money while the other five departments continue to contribute to the over all profit of the company. Some operators would feel the only way to remedy the situation would be to close Department 06. Caution must be used, however, to analyze the department separately, and also to consider it as a contributor to the welfare of the other departments. Standing alone, the department is definitely losing money. If the department were closed, the company would not lose the $1949 that it is losing now. Although a specific dollar figure cannot be ascertained, the impact of closing Department 06 would certainly cause a large loss of revenue to the other five departments. Without the truck (service) department to deliver the furniture many customers would go to other stores that provided free delivery. Over the long run, the dollar loss of these customers would be substantially higher than the loss incurred yearly in keeping Department 06. In light of this situation, Department 06 must be kept, because it adds more revenue to the other departments than it loses itself.

This brief interpretation of the business analysis with the three examples of questions Mr. Brown might ask serves to illustrate the diverse uses that can be made of the information contained in the business analysis. Instructors must be prepared to help interpret the information the business analysis provides. By studying the way in which the business analysis is calculated (see the Documentation), the instructor should have a good grasp of the source of all data which appears in the analysis print-out.

Interpretations of the analysis data should be made with care. Because each part of the analysis is related to some other part, it is important that the interrelationships be fully understood. Any interpretation that is done must be done in the context of the business and family goals that the business operator has established.

Instructors should recognize that the information contained in the analysis may not be sufficient in detail to solve some problems or answer questions that some operators may have. It is important that the instructor be prepared to work individually with each business operator in the interpretation of the business analysis and to expand the information base from which the operator can make sound decisions.

Chapter VIII. Appendices

Key to the Small Business Accounting and Business Analysis Problem

The following pages (103 through 202) are reprinted with permission of the copyrighter:

The Ideal System Company
P.O. Box 1030
Berkeley, California 94701

SALES AND CASH RECEIPTS

THE IDEAL SYSTEM. REG. U. S. PAT. OFFICE. MADE IN U.S.A.

DISTRIBUTION OF SALES
IDEAL SYSTEM FORM 21
(REPLACES FORMS 41, 131, 141)

103 REG. U. S. PAT. OFFICE

DATE 19 75	MEMORANDA	1 CASH SALES	2 CREDIT SALES	3 MERCHANDISE RETURNED OR ALLOWANCES	4 TOTAL SALES (1+2−3)	5 CASH RECEIVED TO APPLY ON CREDIT SALES	6 OTHER CASH RECEIVED	7 TOTAL CASH RECEIVED (1+5+6)	8 BED	9 LIV/DIN	10 KITCH	11 MISC.	12 USED	TRUCK
1-2	REC. ON ACCT.					845-		845-						
1-4	BUS.	1691-	284-		1975-			1691-			1975-			
1-7	BUS.	1505-			1505-			1505-				1505-		
1-14	BUS.	425-	375-		800-			425-	800-					
1-20	BUS.	2497-	425-		2922-			2497-		2922-				
1-25	BUS.	246-			246-			246-					246-	
1-28	LOAN						10000-	10000-						
	JANUARY	6364-	1084-		7448-	845-	10000-	17209-	800-	2922-	1975-	1505-	246-	
2-2	REC. ON ACCT.					55-		55-						
2-4	BUS.	1400-			1400-			1400-					1400-	
2-5	BUS.	2375-	425-		2800-			2375-	2800-					
2-8	BUS.	2322-	603-		2925-			2322-			2925-			
2-12	BUS.	5502-	898-		6400-			5502-		6400-				
2-14	BUS. TRUCK	1170-			1170-			1170-						1170
2-15	BUS.	2955-			2955-			2955-				2955-		
	FEBRUARY	15724-	1926-		17650-	55-		15779-	2800-	6400-	2925-	2955-	1400-	
												TRUCK	1170-	
	TOTALS													

SALES AND CASH RECEIPTS

THE IDEAL SYSTEM REG. U. S. PAT. OFFICE MADE IN U. S. A.

DISTRIBUTION OF SALES
IDEAL SYSTEM FORM 21
(REPLACES FORMS 41, 131, 141)

DATE 1975	MEMORANDA	1 CASH SALES	2 CREDIT SALES	3 MERCHANDISE RETURNED OR ALLOWANCES	4 TOTAL SALES (1+2−3)	5 CASH RECEIVED TO APPLY ON CREDIT SALES	6 OTHER CASH RECEIVED	7 TOTAL CASH RECEIVED (1+5+6)	8 BED	9 LIV/DIN	10 KITCH	11 MISC	12 USED	TRUCK
3-1	Rec. On Acct.					1333-		1333-						
3-6	Bus.		818-		818-				818-					
3-8	Bus.	4272-			4272-			4272-	4272-					
3-13	Bus.		219-		219-						219-			
3-21	Bus.	5498-			5498-			5498-			5498-			
3-27	Bus.		183-		183-						183-			
3-28	Rec. On Acct.					409-		409-						
	MARCH	9770-	1220-		10990-	1742-		11512-	5090-		5900-			
4-1	Bus.	1250-	350-		1600-			1250-	1600-					
4-5	Bus.	3056-	544-		3600-			3056-			3600-			
4-9	Rec. On Acct.					1118-		1118-						
4-12	Bus.	2415-			2415-			2415-				2415-		
4-21	Bus.	2105-			2105-			2105-					2105-	
4-22	Rec. On Acct.					1001-		1001-						
	APRIL	8826-	894-		9720-	2119-		10945-	1600-		3600-	2415-	2105-	
	TOTALS													

104 THE IDEAL SYSTEM REG. U. S. PAT. OFFICE

THE IDEAL SYSTEM REG. U. S. PAT. OFFICE MADE IN U.S.A.

SALES AND CASH RECEIPTS

DISTRIBUTION OF SALES
IDEAL SYSTEM FORM 21
(REPLACES FORMS 41, 131, 141)

DATE 1975	MEMORANDA	1 CASH SALES	2 CREDIT SALES	3 MERCHANDISE RETURNED OR ALLOWANCES	4 TOTAL SALES (1+2−3)	5 CASH RECEIVED TO APPLY ON CREDIT SALES	6 OTHER CASH RECEIVED	7 TOTAL CASH RECEIVED (1+5+6)	8 BED	9 LIV/DIN	10 KITCH	11 MISC.	12 USED	TRUCK
5-1	REC. ON ACCT.					419-		419-						
5-5	BUS.	1920-			1920-			1920-				1920-		
5-7	BUS.		2300-		2300-							2300-		
5-7	BUS.		290-		290-				290-					
5-8	BUS.		207-		207-						207-			
5-9	BUS.	3108-	260-		3368-			3108-			3368-			
5-11	REC. ON ACCT.					200-		200-						
5-17	BUS.	2710-			2710-			2710-	2710-					
5-23	BUS.	1595-			1595-			1595-					1595-	
	MAY	9333-	3057-		12390-	619-		9952-	3000-		3575-	4220-	1595-	
6-1	BUS. TRUCK	312-			312-			312-						312
6-13	BUS.	6826-			6826-			6826-	6826-					
6-15	BUS.		381-		381-				381-					
6-17	BUS.		276-		276-				276-					
6-19	BUS.		317-		317-				317-					
6-20	REC. ON ACCT.					1644-		1644-						
6-23	BUS.	3825-			3825-			3825-				3825-		
6-23	BUS.		2255-		2255-							2255-		
6-28	BUS.	4156-	749-		4905-			4156-		4905-				
6-29	BUS.		495-		495-					495-				
6-30	BUS.	1175-			1175-			1175-					1175-	
6-30	REC. ON ACCT.					290-		290-						
	JUNE	16294-	4473-		20767-	1934-		18228-	7800-	5400-		6080-	1175-	
												TRUCK	312-	
	TOTALS													

REG. U. S. PAT. OFFICE

THE IDEAL SYSTEM REG. U.S. PAT. OFFICE MADE IN U.S.A.

SALES AND CASH RECEIPTS

DISTRIBUTION OF SALES
IDEAL SYSTEM FORM 21
(REPLACES FORMS 41, 131, 141)

DATE 1975	MEMORANDA	1 CASH SALES	2 CREDIT SALES	3 MERCHANDISE RETURNED OR ALLOWANCES	4 TOTAL SALES (1+2-3)	5 CASH RECEIVED TO APPLY ON CREDIT SALES	6 OTHER CASH RECEIVED	7 TOTAL CASH RECEIVED (1+5+6)	8 BED	9 LIV/DIN	10 KITCH	11 MISC.	12 USED TRUCK
7-2	Bus.	850-			850-			850-					850-
7-7	Bus.	808-	792-		1600-			808-	1600-				
7-9	Bus.	1246-	104-		1350-			1246-		1350-			
7-15	Rec. On Acct.					1588-		1588-					
7-18	Bus.	4300-	2300-		6600-			4300-				6600-	
7-20	Bus.		308-		308-						308-		
	July	7204-	3504-		10708-	1588-		8792-	1600-	1350-	308-	6600-	850-
8-5	Bus.	5819-	763-		6582-			5819-			6582-		
8-9	Bus.	1782-			1782-			1782-	1782-				
8-18	Bus.		1343-		1343-							1343-	
8-21	Rec. On Acct.					3027-		3027-					
8-24	Dodge Van *						845-	845-					
8-27	Rent Income *						600-	600-					
	August	7601-	2106-		9707-	3027-	1445-	12073-	1782-		6582-	1343-	
	TOTALS												

* Note: Van sale must be included in income statement
Rent must be included as other income

THE IDEAL SYSTEM REG. U.S. PAT. OFFICE 106

SALES AND CASH RECEIPTS

DISTRIBUTION OF SALES
IDEAL SYSTEM FORM 21
(REPLACES FORMS 41, 131, 141)

THE IDEAL SYSTEM REG. U. S. PAT. OFFICE MADE IN U.S.A.

DATE 1975	MEMORANDA	1 CASH SALES	2 CREDIT SALES	3 MERCHANDISE RETURNED OR ALLOWANCES	4 TOTAL SALES (1+2-3)	5 CASH RECEIVED TO APPLY ON CREDIT SALES	6 OTHER CASH RECEIVED	7 TOTAL CASH RECEIVED (1+5+6)	8 BED	9 LIV/DIN	10 KITCH	11 MISC.	12 USED	Te
9-1	Bus.		1087-		1087-							1087-		
9-2	Bus.	656-	325-		981-			656-			981-			
9-5	Bus.	2199-	274-		2473-			2199-	2473-					
9-9	Bus.	3622-			3622-			3622-					3622-	
9-15	Rec. On Acct.					859-		859-						
9-18	Bus.	2282-	452-		2734-			2282-		2734-				
9-27	Rec. On Acct.					3153-		3153-						
	September	8759-	2138-		10897-	4012-		12771-	2473-	2734-	981-	1087-	3622-	
10-3	Bus.	346-			346-			346-			346-			
10-5	Bus.	650-	589-		1239-			650-	1239-					
10-6	Loan						5000-	5000-						
10-7	Bus.	1467-			1467-			1467-		1467-				
10-9	Bus.	1390-			1390-			1390-					1390-	
10-13	Bus.		1770-		1770-							1770-		
10-17	Bus. Truck	214-			214-			214-						214
10-21	Rec on Acct.					1833-		1833-						
	October	4067-	2359-		6426-	1833-	5000-	10900-	1239-	1467-	346-	1770-	1390-	
												Truck	214-	
	TOTALS													

107 REG. U. S. PAT. OFFICE

114

115

THE IDEAL SYSTEM REG. U. S. PAT. OFFICE MADE IN U.S.A.

SALES AND CASH RECEIPTS

DISTRIBUTION OF SALES
IDEAL SYSTEM FORM 21
(REPLACES FORMS 131, 141)

DATE 1975	MEMORANDA	1 CASH SALES	2 CREDIT SALES	3 MERCHANDISE RETURNED OR ALLOWANCES	4 TOTAL SALES (1+2−3)	5 CASH RECEIVED TO APPLY ON CREDIT SALES	6 OTHER CASH RECEIVED	7 TOTAL CASH RECEIVED (1+5+6)	8 BED	9 LIV/DIN	10 KITCH	11 MISC.	12 USED TRUCK
11-3	Bus.	1385-			1385-			1385-					1385-
11-5	Rec. On Acct.					482-		482-					
11-7	Bus.		2118-		2118-							2118-	
11-11	Bus.	2793-	350-		3143-			2793-	3143-				
11-15	Bus.		275-		275-				275-				
11-18	Bus.	4044-			4044-			4044-		4044-			
11-19	Bus.		120-		120-					120-			
11-20	Rec. On Acct.					633-		633-					
11-23	Bus.	3456-	96-		3552-			3456-			3552-		
	NOVEMBER	11678-	2959-		14637-	1115-		12793-	3418-	4164-	3552-	2118-	1385-
12-3	Rec. On Acct.					1926-		1926-					
12-3	Bus.	917-			917-			917-					917-
12-5	Bus.	6956-			6956-			6956-				6956-	
12-6	Bus.	694-			694-			694-			694-		
12-12	Bus.	2933-			2933-			2933-	2933-				
12-15	Bus.		315-		315-				315-				
12-23	Bus.	7701-			7701-			7701-		7701-			
12-26	Rec. On Acct.					2240-		2240-					
12-27	Bus.		285-		285-					285-			
12-29	Bus.		270-		270-					270-			
12-30	Bus.	1792-			1792-			1792-			1792-		
	DECEMBER	20993-	870-		21863-	4166-		25159-	3248-	8256-	2486-	6956-	917-
	TOTALS												

THE IDEAL SYSTEM REG. U. S. PAT. OFFICE

QUARTERLY SUMMARY
SALES AND CASH RECEIPTS

THE IDEAL SYSTEM. REG. U.S. PAT. OFFICE. MADE IN U.S.A.

DISTRIBUTION OF SALES
IDEAL SYSTEM FORM 921
(REPLACES FORMS 8131, 8141)

YEAR OF 19 75	1 CASH SALES	2 CREDIT SALES	3 MERCHANDISE RETURNED OR ALLOWANCES	4 TOTAL SALES (1+2−3)	5 CASH RECEIVED TO APPLY ON CREDIT SALES	6 OTHER CASH RECEIVED	7 TOTAL CASH RECEIVED (1+5+6)	8 BED	9 LIV/DIN	10 KITCH.	11 MISC.	12 USED	TRUCK
JAN.	6364-	1084-		7448-	845-	10000-	17209-	800-	2922-	1975-	1505-	246-	
FEB.	15724-	1926-		17650-	55-		15779-	2800-	6400-	2925-	2955-	1400-	1170
MAR.	9770-	1220-		10990-	1742-		11512-	5090-		5900-			
TOTAL 1ST QUARTER	31858-	4230-		36088-	2642-	10000-	44500-	8690-	9322-	10800-	4460-	1646-	1170
APR.	8826-	894-		9720-	2119-		10945-	1600-		3600-	2415-	2105-	
MAY	9333-	3057-		12390-	619-		9952-	3000-		3575-	4220-	1595-	
JUNE	16294-	4473-		20767-	1934-		18228-	7800-	5400-		6080-	1175-	312
TOTAL 2ND QUARTER	34453-	8424-		42877-	4672-		39125-	12400-	5400-	7175-	12715-	4875	312
JULY	7204-	3504-		10708-	1588-		8792-	1600-	1350-	308-	6600-	850-	
AUG.	7601-	2106-		9707-	3027-	1445-	12073-	1782-		6582-	1343-		
SEPT.	8759-	2138-		10897-	4012-		12771-	2473-	2734-	981-	1087-	3622-	
TOTAL 3RD QUARTER	23564-	7748-		31312-	8627-	1445-	33636-	5855-	4084-	7871-	9030-	4472-	
OCT.	4067-	2359-		6426-	1833-	5000-	10900-	1239-	1467-	346-	1770-	1390-	214
NOV.	11678-	2959-		14637-	1115-		12793-	3418-	4164-	3557-	2118-	1385-	
DEC.	20993-	870-		21863-	4166-		25159-	3248-	8256-	2486-	6956-	917-	
TOTAL 4TH QUARTER	36738-	6188-		42926-	7114-	5000-	48852-	7905-	13887-	6384-	10844-	3692-	
TOTAL 1ST QUARTER	31858-	4230-		36088-	2642-	10000-	44500-	8690-	9322-	10800-	4460-	1646-	
TOTAL 2ND QUARTER	34453-	8424-		42877-	4672-		39125-	12400-	5400-	7175-	12715-	4875-	
TOTAL 3RD QUARTER	23564-	7748-		31312-	8627-	1445-	33636-	5855-	4084-	7871-	9030-	4472-	
TOTAL 4TH QUARTER	36738-	6188-		42926-	7114-	5000-	48852-	7905-	13887-	6384-	10844-	3692-	
TOTAL FOR YEAR	126613-	26590-		153203-	23055-	16445-	166113-	34850-	32693-	32230-	37049-	14685-	
											TRUCK	1696-	

118

119

REG. U.S. PAT. OFFICE

109

THE IDEAL SYSTEM. REG. U. S. PAT. OFFICE. MADE IN U.S.A.

PURCHASES — MERCHANDISE AND MATERIALS

DISTRIBUTION OF PURCHASES
IDEAL SYSTEM FORM 22
(REPLACES FORMS 42, 132, 142)

	DATE 19 25	NO.	FROM WHOM BOUGHT	MEMORANDA	1 TOTAL AMOUNT OF PURCHASE	2 BED	3 LIV/DIN	4 KITCH	5 MISC.	6 USED	
1	1-22		WAGNER DISTRIBUTING	21 BED UNITS	6300 -	6300 -					1
2	1-23		NORMAN ENTERPRISES	12 KITCH.	3000 -			3000 -			2
3	1-23		SAM'S FURNITURE	6 KITCH.	1500 -			1500 -			3
4	1-25		FABRIC'S INC.	3 USED	227 -					227 -	4
5											5
6											6
7			JANUARY TOTAL		11027 -	6300 -		4500 -		227 -	7
8											8
9											9
10											10
11											11
12											12
13											13
14											14
15	2-3		PROBASCO INC.	10 LIV/DIN	3500 -		3500 -				15
16	2-8		YUMIBE SALES	7 LIV/DIN	2625 -		2625 -				16
17	2-17		WARNER ENTERPRISES	30 MISC.	2760 -				2760 -		17
18	2-19		FABRIC'S INC.	5 USED	326 -					326 -	18
19											19
20			FEBRUARY TOTAL		9211 -		6125 -		2760 -	326 -	20
21											21
22											22
23											23
24											24
25	3-9		GENE'S REPAIR	2 USED	100 -					100 -	25
26	3-10		FABRIC'S INC.	1 USED	87 -					87 -	26
27	3-15		FABRIC'S INC.	3 USED	187 -					187 -	27
28											28
29			MARCH TOTAL		374 -					374 -	29
30											30
31											31
32											32
33			1ST QUARTER	TOTALS	20612 -	6300 -	6125 -	4500 -	2760 -	927 -	33

111

THE IDEAL SYSTEM REG. U. S. PAT. OFFICE

THE IDEAL SYSTEM REG. U.S. PAT. OFFICE MADE IN U.S.A.

PURCHASES — MERCHANDISE AND MATERIALS

DISTRIBUTION OF PURCHASES
IDEAL SYSTEM FORM 22
(REPLACES FORMS 42, 132, 142)

DATE 1975	NO	FROM WHOM BOUGHT	MEMORANDA	1 TOTAL AMOUNT OF PURCHASE	2 BED	3 LIV/DIN	4 KITCH	5 MISC.	6 USED
4-3		BILLS FURNITURE	8 LIV/DIN	3062-		3062-			
4-8		MPLS. DISTRIBUTING	4 BED	1400-	1400-				
4-9		QUIK FURNITURE	3 BED	1081-	1081-				
4-15		YUMIBE SALES	20 MISC.	1800-				1800-	
4-19		WARNER ENTERPRISES	12 MISC.	1084-				1084-	
4-21		FABRIC'S INC.	6 USED	353-					353-
		APRIL TOTAL		8780-	2481-	3062-		2884-	353-
5-3		BILL'S FURNITURE	3 USED	210-					210-
5-15		NORMAN ENTERPRISES	15 KITCH.	4125-			4125-		
5-17		FABRIC'S INC.	5 USED	386-					386-
		MAY TOTAL		4721-			4125-		596-
6-3		FABRIC'S INC.	3 KITCH.	810-			810-		
6-10		NORMAN ENTERPRISES	9 BED	2700-	2700-				
6-10		PROBASCO INC.	3 LIV/DIN	1125-		1125-			
6-14		QUIK FURNITURE	12 MISC.	1080-				1080-	
6-17		FABRIC'S INC.	4 USED	285-					285-
		JUNE TOTAL		6000-	2700-	1125-	810-	1080-	285-
		2ND QUARTER	TOTALS	19501-	5181-	4187-	4935-	3964-	1234-

112

THE IDEAL SYSTEM REG. U.S. PAT. OFFICE

PURCHASES — MERCHANDISE AND MATERIALS

THE IDEAL SYSTEM REG. U.S. PAT. OFFICE MADE IN U.S.A.

DISTRIBUTION OF PURCHASES
IDEAL SYSTEM FORM 22
(REPLACES FORMS 42, 132, 142)

DATE 1925	NO.	FROM WHOM BOUGHT	MEMORANDA	1 TOTAL AMOUNT OF PURCHASE	2 BED	3 LIV/DIN	4 KITCH	5 MISC	6 USED
7-8		PROBASCO INC.	7 LIV/DIN	2800-		2800-			
7-16		SAM'S FURNITURE	12 MISC.	1380-				1380-	
7-16		WARNER ENTERPRISES	36 MISC.	4180-				4180-	
7-25		SAM'S FURNITURE	6 KITCH.	1595-			1595-		
7-27		FABRIC'S INC.	7 USED	574-					574-
		JULY TOTAL		10529-		2800-	1595-	5560-	574-
8-17		QUIK FURNITURE	5 BED	1925-	1925-				
8-19		YUMIBE SALES	6 MISC.	487-				487-	
8-21		SAM'S FURNITURE	2 KITCH.	578-			578-		
		AUGUST TOTAL		2990-	1925-		578-	487-	
9-7		WAGNER DISTRIBUTING	5 BED	1710-	1710-				
9-11		QUIK FURNITURE	12 MISC.	1089-				1089-	
9-13		NORMAN ENTERPRISES	5 KITCH.	1346-			1346-		
9-14		FABRIC'S INC.	7 USED	421-					421-
		SEPTEMBER TOTAL		4566-	1710-		1346-	1089-	421-
		3RD QUARTER	TOTALS	18085-	3635-	2800-	3519-	7136-	995-

THE IDEAL SYSTEM REG. U.S. PAT. OFFICE

112

PURCHASES — MERCHANDISE AND MATERIALS

THE IDEAL SYSTEM REG. U. S. PAT. OFFICE MADE IN U. S. A.

DISTRIBUTION OF PURCHASES
IDEAL SYSTEM FORM 22
(REPLACES FORMS 42, 132, 142)

DATE 1975	NO	FROM WHOM BOUGHT	MEMORANDA	1 TOTAL AMOUNT OF PURCHASE	2 BED	3 LIV/DIN	4 KITCH	5 MISC.	6 USED
10-1		WAGNER DISTRIBUTING	5 BED	1840 -	1840 -				
10-2		WARNER ENTERPRISES	10 MISC.	935 -				935 -	
10-2		WARNER ENTERPRISES	8 MISC.	748 -				748 -	
10-24		ANDERSON'S STORAGE	3 USED	177 -					177 -
10-31		PROBASCO INC.	5 LIV/DIN	1867 -		1867 -			
10-31		FABRIC'S INC.	6 USED	411 -					411 -
		OCTOBER TOTAL		5978 -	1840 -	1867 -		1683 -	588 -
11-2		MPLS. FURNITURE	42 MISC.	3612 -				3612 -	
11-19		WAGNER DISTRIBUTING	3 BED	1023 -	1023 -				
11-23		SAM'S FURNITURE	6 KITCH.	1536 -			1536 -		
11-26		PROBASCO INC.	8 LIV/DIN	2616 -		2616 -			
11-30		FABRIC'S INC.	5 USED	415 -					415 -
		NOVEMBER TOTAL		9202 -	1023 -	2616 -	1536 -	3612 -	415 -
12-7		QUIK FURNITURE	20 MISC.	1780 -				1780 -	
12-11		WAGNER DISTRIBUTING	7 BED	2282 -	2282 -				
12-16		NORMAN ENTERPRISES	8 KITCH.	2112 -			2112 -		
12-21		SAM'S FURNITURE	12 LIV/DIN	4260 -		4260 -			
12-31		FABRIC'S INC.	9 USED	286 -					286 -
		DECEMBER TOTAL		10720 -	2282 -	4260 -	2112 -	1780 -	286 -
		4TH QUARTER	TOTALS	25900 -	5145 -	8743 -	3648 -	7075 -	1289 -

114 REG. U. S. PAT. OFFICE THE IDEAL SYSTEM

QUARTERLY SUMMARY

PURCHASES — MATERIALS OR MERCHANDISE BOUGHT FOR SALE

THE IDEAL SYSTEM. REG. U. S. PAT. OFFICE. MADE IN U.S.A.

DISTRIBUTION OF PURCHASES
IDEAL SYSTEM · FORM 622
(REPLACES FORMS 5132, 5142)

	DATE 19__	NO.	YEAR 1975	MEMORANDA	1 TOTAL AMOUNT OF PURCHASE	2 BED	3 LIV/DIN	4 KITCH.	5 MISC.	6 USED	
1			MONTH OF JANUARY		11027 –	6300 –		4500 –		227 –	1
2			MONTH OF FEBRUARY		9211 –		6125 –		2760 –	326 –	2
3			MONTH OF MARCH		374 –					374 –	3
4			TOTAL FIRST QUARTER		20612 –	6300 –	6125 –	4500 –	2760 –	927 –	4
5											5
6											6
7											7
8			MONTH OF APRIL		8780 –	2481 –	3062 –		2884 –	353 –	8
9			MONTH OF MAY		4721 –			4125 –		596 –	9
10			MONTH OF JUNE		6000 –	2700 –	1125 –	810 –	1080 –	285 –	10
11			TOTAL SECOND QUARTER		19501 –	5181 –	4187 –	4935 –	3964 –	1234 –	11
12											12
13											13
14											14
15			MONTH OF JULY		10529 –		2800 –	1595 –	5560 –	574 –	15
16			MONTH OF AUGUST		2990 –	1925 –		578 –	487 –		16
17			MONTH OF SEPTEMBER		4566 –	1710 –		1346 –	1089 –	421 –	17
18			TOTAL THIRD QUARTER		18085 –	3635 –	2800 –	3519 –	7136 –	995 –	18
19											19
20											20
21											21
22			MONTH OF OCTOBER		5978 –	1840 –	1867 –		1683 –	588 –	22
23			MONTH OF NOVEMBER		9202 –	1023 –	2616 –	1536 –	3612 –	415 –	23
24			MONTH OF DECEMBER		10720 –	2282 –	4260 –	2112 –	1780 –	286 –	24
25			TOTAL FOURTH QUARTER		25900 –	5145 –	8743 –	3648 –	7075 –	1289 –	25
26											26
27											27
28											28
29			FIRST QUARTER		20612 –	6300 –	6125 –	4500 –	2760 –	927 –	29
30			SECOND QUARTER		19501 –	5181 –	4187 –	4935 –	3964 –	1234 –	30
31			THIRD QUARTER		18085 –	3635 –	2800 –	3519 –	7136 –	995 –	31
32			FOURTH QUARTER		25900 –	5145 –	8743 –	3648 –	7075 –	1289 –	32
33			TOTAL FOR YEAR		84098 –	20261 –	21855 –	16602 –	20935 –	4445 –	33

REG. U. S. PAT. OFFICE

DISTRIBUTION OF EXPENSES

THE IDEAL SYSTEM, REG. U. S. PAT. OFFICE, MADE IN U. S. A.

IDEAL SYSTEM - FORM 25

	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
	FREIGHT, DRAY, EXPRESS		PAYROLL, EMPLOYEE'S TOTAL EARNINGS	RENT	REPAIRS TO EQUIPMENT, ETC.	OPERATING SUPPLIES	TAXES AND LICENSES	INTEREST	TELEPHONE, LIGHT, POWER, HEAT, WATER	ADVERTISING AND INSURANCE	OTHER EXPENSE		OTHER PAYMENTS		
											NAME OF ACCOUNT	AMOUNT PAID	NAME OF ACCOUNT	AMOUNT PAID	
1															1
2															2
3															3
4															4
5															5
6															6
7															7
8															8
9															9
10															10
11															11
12															12
13															13
14															14
15															15
16															16
17															17
18															18
19															19
20															20
21															21
22															22
23															23
24															24
25															25
26															26
27															27
28															28
29															29
30															30
31															31
32															32
33															33

117

THE IDEAL SYSTEM
REG. U. S. PAT. OFFICE

PAYMENTS – ALL CASH AND CHECKS PAID OUT

THE IDEAL SYSTEM. REG. U. S. PAT. OFFICE. MADE IN U. S. A.

IDEAL SYSTEM - FORM 23

1	2					3	4	4A	4B	4C	5	6
BANK DEPOSITS	BANK BALANCE (2+1−3)	DATE 1925	CHECK NUMBER	TO WHOM PAID	MEMORANDA	PAID OUT BY CHECK	PAID OUT BY CASH	DEDUCTIONS FROM EMPLOYEE'S EARNINGS F.O.A.B. & UNEMP. INS.	WITHHOLDING TAX	OTHER DEDUCTIONS	CASH DISCOUNT TAKEN	MERCHANDISE
		1-5	3000	COUNTY REG.	TRUCK LIC.	57-						
		1-5	3001	NELSON INS.	" INS.	325-						
		1-6	3002	ACE SERVICE	" REPAIR	86-						
		1-6	3003	FAROUT BANK	MER. INS.	218-						
		1-7	3004	JOHN'S REPAIR	BLDG.	129-						
		1-8	3005	ED TOOLITTLE	WAGES	520-				80-		
		1-8	3006	EMIL GONZALES	"	429-				71-		
		1-9	3007	JOHN'S REPAIR	BLDG	201-						
		1-12	3008	QUIK FURNITURE	A/P	500-						500-
		1-15	3009	FED. RESERVE	TAXES	800-						
		1-16	3010	PERSONAL	DRAW	800-						
		1-23	3011	NORMAN ENTER.	MERCH.	3000-						3000-
		1-25		FABRIC'S INC.	"		227-					227-
				JANUARY TOTALS		7065-	227-			151-		3727-
		2-1	3012	NELSON INS.	FIRE INS.	307-						
		2-3	3013	PROBASCO INC.	MERCH.	1750-						1750-
		2-5	3014	HYLAND TRUCKING	FREIGHT	411-						
		2-7	3015	NORMAN ENTER.	A/P	1581-						1581-
		2-7	3016	QUIK FURN.	A/P	946-						946-
		2-8	3017	YUMIBE SALES	MERCH.	2625-						2625-
		2-8	3018	ED TOOLITTLE	WAGES	520-				80-		
		2-8	3019	EMIL GONZALES	"	429-				71-		
		2-11	3020	FORK LIFT REPAIRS	EQUIP.	97-						
		2-17	3021	WARNER ENTER.	MERCH.	2760-						2760-
		2-18	3022	PERSONAL	DRAW	600-						
		2-19		FABRIC'S INC.	MERCH.		326-					326-
				FEBRUARY	TOTALS	12026-	326-			151-		9988-

118

REG. U. S. PAT. OFFICE

DISTRIBUTION OF EXPENSES

THE IDEAL SYSTEM. REG. U. S. PAT. OFFICE. MADE IN U. S. A.

IDEAL SYSTEM - FORM 23

	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
	FREIGHT, DRAY, EXPRESS		PAYROLL, EMPLOYEE'S TOTAL EARNINGS	RENT	REPAIRS TO EQUIPMENT, ETC.	OPERATING SUPPLIES	TAXES AND LICENSES	INTEREST	TELEPHONE, LIGHT, POWER, HEAT, WATER	ADVERTISING AND INSURANCE	OTHER EXPENSE		OTHER PAYMENTS		
											NAME OF ACCOUNT	AMOUNT PAID	NAME OF ACCOUNT	AMOUNT PAID	
1							57 -								1
2										325 -					2
3					86 -										3
4										218 -					4
5					129 -										5
6			600 -												6
7			500 -												7
8					201 -										8
9															9
10											4TH QUARTER 1974 TAXES	800 -			10
11													DRAW	800 -	11
12															12
13															13
14															14
15			1100 -		416 -		57 -			543 -		800 -		800 -	15
16															16
17															17
18															18
19															19
20										307 -					20
21															21
22	411 -														22
23															23
24															24
25															25
26			600 -												26
27			500 -												27
28					97 -										28
29															29
30													DRAW	600 -	30
31															31
32															32
33	411		1100 -		97 -					307 -				600 -	33

REG. U. S. PAT. OFFICE

119

PAYMENTS – ALL CASH AND CHECKS PAID OUT

THE IDEAL SYSTEM, REG. U. S. PAT. OFFICE MADE IN U. S. A.

IDEAL SYSTEM - FORM 23

	1	2					3	4	4A	4B	4C	5	6	
	BANK DEPOSITS	BANK BALANCE (2+1−3)	DATE 1975	CHECK NUMBER	TO WHOM PAID	MEMORANDA	PAID OUT BY CHECK	PAID OUT BY CASH	DEDUCTIONS FROM EMPLOYEE'S EARNINGS F O A B & U UNEMP. INS.	WITHHOLDING TAX	OTHER DEDUCTIONS	CASH DISCOUNT TAKEN	MERCHANDISE	
1			3-1	3023	AL LOOSE	RENT	300-							1
2			3-9	3024	ED TOOLITTLE	WAGES	520-				80-			2
3			3-9	3025	EMIL GONZALES	"	429-				71-			3
4			3-10	3026	FABRIC'S INC.	MERCH.	87-						87-	4
5			3-12	3027	BELL TELEPHONE	PHONE	45-							5
6			3-15	3028	PERSONAL	DRAW	800-							6
7			3-16	3029	L.P. GAS CO.	FUEL	375-							7
8			3-17	3030	SAM'S FURN.	A/P	1500-						1500-	8
9			3-17	3031	WAGNER DIST.	A/P	4300-						4300-	9
10			3-18	3032	BROWN JR.	WAGES	250-							10
11			3-28	3033	PEOPLES BANK	OP. LOAN	6000-							11
12			3-28		FABRICS INC.	MERCH.		187-					187-	12
13														13
14					MARCH TOTALS		14606-	187-			151-		6074-	14
15														15
16														16
17														17
18														18
19														19
20			4-1	3034	DIVERSE CREDIT	TRUCK LOAN	800-							20
21			4-3	3035	BILL'S FURN.	MERCH.	3062-						3062-	21
22			4-8	3036	MPLS. DIST.	"	1400-						1400-	22
23			4-15	3037	YUMIBE SALES	"	1800-						1800-	23
24			4-15	3038	ED TOOLITTLE	WAGES	520-				80-			24
25			4-15	3039	EMIL GONZALES	"	429-				71-			25
26			4-15	3040	FED. RESERVE	TAXES	800-							26
27			4-20	3041	PERSONAL	DRAW	1200-							27
28			4-22	3042	WAGNER DIST.	A/P	2000-						2000-	28
29			4-22	3043	PROBASCO INC.	A/P	1000-						1000-	29
30			4-23	3044	GENE'S REPAIR	A/P	100-						100-	30
31			4-24		FABRICS INC.	MERCH.		353-					353-	31
32														32
33					APRIL	TOTALS	13111-	353-			151-		9715-	33

120 THE IDEAL SYSTEM REG. U. S. PAT. OFFICE

DISTRIBUTION OF EXPENSES

THE IDEAL SYSTEM. REG. U. S. PAT. OFFICE. MADE IN U. S. A.

IDEAL SYSTEM - FORM 23

	7	8	9	10	11	12	13	14	15	16	17	18	19	20
	FREIGHT DRAY EXPRESS		PAYROLL EMPLOYEE'S TOTAL EARNINGS	RENT	REPAIRS TO EQUIPMENT, ETC.	OPERATING SUPPLIES	TAXES AND LICENSES	INTEREST	TELEPHONE, LIGHT, POWER, HEAT, WATER	ADVERTISING AND INSURANCE	OTHER EXPENSE		OTHER PAYMENTS	
											NAME OF ACCOUNT	AMOUNT PAID	NAME OF ACCOUNT	AMOUNT PAID
1				300 —										
2			600 —											
3			500 —											
4														
5									45 —					
6													DRAW	800 —
7									375 —					
8														
9														
10			250 —											
11								300 —					LOAN PRINCIPAL	5700 —
12														
13														
14			1350 —	300 —				300 —	420 —					6500 —
15														
16														
17														
18														
19														
20								150 —					LOAN PRINCIPAL	650 —
21														
22														
23														
24			600 —											
25			500 —											
26											1ST QUARTER 1975 TAXES	800 —		
27													DRAW	1200 —
28														
29														
30														
31														
32														
33			1100 —					150 —				800 —		1850 —

121

THE IDEAL SYSTEM REG. U. S. PAT. OFFICE

PAYMENTS – ALL CASH AND CHECKS PAID OUT

THE IDEAL SYSTEM. REG. U. S. PAT. OFFICE. MADE IN U. S. A.

IDEAL SYSTEM · FORM 23

1	2					3	4	4A	4B	4C	5	6
								DEDUCTIONS FROM EMPLOYEE'S EARNINGS				
BANK DEPOSITS	BANK BALANCE (2+1−3)	DATE 19 75	CHECK NUMBER	TO WHOM PAID	MEMORANDA	PAID OUT BY CHECK	PAID OUT BY CASH	F. O. A. B. & UNEMP. INS.	WITHHOLDING TAX	OTHER DEDUCTIONS	CASH DISCOUNT TAKEN	MERCHANDISE
		5-1	3045	PROBASCO INC.	A/P	750 -						750 -
		5-2	3046	ED TOOLITTLE	WAGES	520 -				80 -		
		5-2	3047	EMIL GONZALES	"	429 -				71 -		
		5-3	3048	BILL'S FURN.	MERCH.	210 -						210 -
		5-14	3049	JOHNSON'S REPAIR	BLDG	15 -						
		5-15	3050	PERSONAL	DRAW	600 -						
		5-17	3051	ACE SERVICE	GAS	330 -						
		5-19	3052	ACE SERVICE	OIL CHANGE	27 -						
		5-20	3053	DEAL HARDWARE	TOOLS	23 -						
		5-22	3054	JIM'S REPAIR	EQUIP	7 -						
		5-27	3055	COUNTY COMMISSIONER	R.E. TAX	832 -						
		5-27		FABRIC'S INC.	MERCH.		386 -					386 -
				MAY TOTALS		3743 -	386 -			151 -		1346 -
		6-3	3056	FABRIC'S INC.	MERCH.	810 -						810 -
		6-7	3057	P. & L. PAINT CO.	REPAIRS	48 -						
		6-8	3058	BELL TELEPHONE	PHONE	56 -						
		6-8	3059	L.P. GAS CO.	FUEL	159 -						
		6-8	3060	POWER INC.	ELECT.	183 -						
		6-10	3061	TWEED CONST.	REPAIRS	140 -						
		6-10	3062	NORMAN ENTER.	MERCH.	2700 -						2700 -
		6-14	3063	QUIK FURN.	"	1080 -						1080 -
		6-28	3064	TWIN CITIES CHEV.	NEW TRUCK	2900 -						
		6-30	3065	FAROUT BANK	R.E. MORT.	2048 -						
		6-30	3066	ED TOOLITTLE	WAGES	520 -				80 -		
		6-30	3067	EMIL GONZALES	"	429 -				71 -		
		6-30	3068	PERSONAL	DRAW	600 -						
		6-30	3069	WARNER ENTER.	A/P	584 -						584 -
		6-30	3070	QUIK FURN.	A/P	1081 -						1081 -
		6-30		FABRIC'S INC.	MERCH.		285 -					285 -
				JUNE	TOTALS	13338 -	285 -			151 -		6540 -

THE IDEAL SYSTEM REG. U. S. PAT. OFFICE

DISTRIBUTION OF EXPENSES

THE IDEAL SYSTEM, REG. U. S. PAT. OFFICE. MADE IN U. S. A.

IDEAL SYSTEM - FORM 23

	7 FREIGHT, DRAY, EXPRESS	8	9 PAYROLL, EMPLOYEE'S TOTAL EARNINGS	10 RENT	11 REPAIRS TO EQUIPMENT, ETC.	12 OPERATING SUPPLIES	13 TAXES AND LICENSES	14 INTEREST	15 TELEPHONE, LIGHT, POWER, HEAT, WATER	16 ADVERTISING AND INSURANCE	17 OTHER EXPENSE NAME OF ACCOUNT	18 OTHER EXPENSE AMOUNT PAID	19 OTHER PAYMENTS NAME OF ACCOUNT	20 OTHER PAYMENTS AMOUNT PAID	
1															1
2			600-												2
3			500-												3
4															4
5					15-										5
6													DRAW	600-	6
7											GAS & OIL	330-			7
8											OIL CHANGE - TRUCKS	27-			8
9						23-									9
10					7-										10
11							832-								11
12															12
13															13
14			1100-		22-	23-	832-					357-		600-	14
15															15
16															16
17					48-										17
18									56-						18
19									159-						19
20									183-						20
21					140-										21
22															22
23															23
24													NEW TRUCK	2900-	24
25								348-					MORT. PRIN.	1700-	25
26			600-												26
27			500-												27
28													DEAW	600-	28
29															29
30															30
31															31
32															32
33			1100-		188-			348-	398-					5200-	33

THE IDEAL SYSTEM

REG. U. S. PAT. OFFICE

PAYMENTS – ALL CASH AND CHECKS PAID OUT

THE IDEAL SYSTEM, REG. U. S. PAT. OFFICE. MADE IN U. S. A.

IDEAL SYSTEM - FORM 33

	1	2					3	4	4A	4B	4C	5	6	
									DEDUCTIONS FROM EMPLOYEE'S EARNINGS					
	BANK DEPOSITS	BANK BALANCE (2+1–3)	DATE 1975	CHECK NUMBER	TO WHOM PAID	MEMORANDA	PAID OUT BY CHECK	PAID OUT BY CASH	F.O.A.B. & UNEMP. INS.	WITHHOLDING TAX	OTHER DEDUCTIONS	CASH DISCOUNT TAKEN	MERCHANDISE	
1			7-5	3071	ACE SERVICE	TRUCK REPAIR	87-							1
2			7-8	3072	PROBASCO INC.	MERCH.	2800-						2800-	2
3			7-9	3073	MINN. PAINTERS INC.	BLDG	495-							3
4			7-12	3074	HYLAND TRUCKING	FREIGHT	94-							4
5			7-15	3075	WARNER ENTER.	A/P	500-						500-	5
6			7-15	3076	NORMAN ENTER.	A/P	3125-						3125-	6
7			7-16	3077	FED. RESERVE	TAXES	800-							7
8			7-16	3078	SAM'S FURN.	MERCH.	1380-						1380-	8
9			7-21	3079	ED TOOLITTLE	WAGES	520-				80-			9
10			7-21	3080	EMIL GONZALES	"	429-				71-			10
11			7-22	3081	PERSONAL	DRAW	900-							11
12			7-27		FABRIC'S INC.	MERCH.		574-					574-	12
13														13
14					JULY TOTALS		11130-	574-			151-		8379-	14
15														15
16														16
17														17
18														18
19														19
20			8-5	3082	S. & S. ATTORNEYS	LEGAL	283-							20
21			8-8	3083	JIM'S REPAIR	FIX. REPAIR	81-							21
22			8-13	3084	LARRY'S LOCKS	BLDG.	19-							22
23			8-15	3085	NORMAN ENTER.	A/P	1000-						1000-	23
24			8-15	3086	PROBASCO INC.	A/P	1125-						1125-	24
25			8-15	3087	ED TOOLITTLE	WAGES	520-				80-			25
26			8-15	3088	EMIL GONZALES	"	429-				71-			26
27			8-18	3089	ACE SERVICE	GAS	330-							27
28			8-19	3090	PERSONAL	DRAW	1700-							28
29			8-19	3091	YUMIBE SALES	MERCH.	487-						487-	29
30			8-21	3092	SAM'S FURN.	"	578-						578-	30
31														31
32														32
33					AUGUST	TOTALS	6552-				151-		3190-	33

124

REG. U. S. PAT. OFFICE

THE IDEAL SYSTEM

DISTRIBUTION OF EXPENSES

THE IDEAL SYSTEM, REG. U. S. PAT. OFFICE. MADE IN U. S. A.

IDEAL SYSTEM - FORM 23

	7 FREIGHT, DRAY, EXPRESS	8	9 PAYROLL, EMPLOYEE'S TOTAL EARNINGS	10 RENT	11 REPAIRS TO EQUIPMENT, ETC.	12 OPERATING SUPPLIES	13 TAXES AND LICENSES	14 INTEREST	15 TELEPHONE, LIGHT, POWER, HEAT, WATER	16 ADVERTISING AND INSURANCE	17 OTHER EXPENSE NAME OF ACCOUNT	18 OTHER EXPENSE AMOUNT PAID	19 OTHER PAYMENTS NAME OF ACCOUNT	20 OTHER PAYMENTS AMOUNT PAID	
1					87 -										1
2															2
3					495 -										3
4	94 -														4
5															5
6															6
7											2ND QUARTER 1975 TAXES	800 -			7
8															8
9			600 -												9
10			500 -												10
11													DRAW	900 -	11
12															12
13															13
14	94 -		1100 -		582 -							800 -		900 -	14
15															15
16															16
17															17
18															18
19															19
20											LEGAL EXP.	283 -			20
21					81 -										21
22					19 -										22
23															23
24															24
25			600 -												25
26			500 -												26
27											TRUCK GAS	330 -			27
28													DRAW	1700 -	28
29															29
30															30
31															31
32															32
33			1100 -		100 -							613 -		1700 -	33

125

THE IDEAL SYSTEM

REG. U. S. PAT. OFFICE

146

147

PAYMENTS – ALL CASH AND CHECKS PAID OUT

THE IDEAL SYSTEM, REG. U. S. PAT. OFFICE. MADE IN U. S. A.

IDEAL SYSTEM - FORM 23

	1	2					3	4	4A	4B	4C	5	6	
	BANK DEPOSITS	BANK BALANCE (2+1−3)	DATE 1975	CHECK NUMBER	TO WHOM PAID	MEMORANDA	PAID OUT BY CHECK	PAID OUT BY CASH	DEDUCTIONS FROM EMPLOYEE'S EARNINGS F.O.A.B. & UNEMP. INS.	WITHHOLDING TAX	OTHER DEDUCTIONS	CASH DISCOUNT TAKEN	MERCHANDISE	
1			9-4	3093	ED TOOLITTLE	WAGES	520 -				80 -			1
2			9-4	3094	EMIL GONZALES	"	429 -				71 -			2
3			9-10	3095	SAM'S FURN.	A/P	1595 -						1595 -	3
4			9-10	3096	WARNER ENTER.	A/P	2000 -						2000 -	4
5			9-11	3097	QUIK FURN.	MERCH.	1089 -						1089 -	5
6			9-12	3098	L.P. GAS CO.	FUEL	126 -							6
7			9-17	3099	BELL TELEPHONE	PHONE	73 -							7
8			9-20	3100	POWER INC.	ELECT.	151 -							8
9			9-27	3101	BROWN JR.	WAGES	250 -							9
10			9-28	3102	ACE SERVICE	TIRES	212 -							10
11			9-28		FABRIC'S INC.	MERCH.		421 -					421 -	11
12														12
13					SEPTEMBER	TOTALS	6445 -	421 -			151 -		5105 -	13
14														14
15														15
16														16
17														17
18			10-1	3103	WAGNER DIST.	MERCH.	1840 -						1840 -	18
19			10-2	3104	WARNER ENTER.	"	935 -						935 -	19
20			10-10	3105	FED. RESERVE	TAXES	800 -							20
21			10-15	3106	ED TOOLITTLE	WAGES	520 -				80 -			21
22			10-15	3107	EMIL GONZALES	"	429 -				71 -			22
23			10-17	3108	COUNTY COMMISSIONER	R.E. TAX	832 -							23
24			10-19	3109	AL LOOSE	RENT	1200 -							24
25			10-20	3110	WARNER ENTER.	A/P	21.80 -						2180 -	25
26			10-20	3111	QUIK FURN.	A/P	925 -						925 -	26
27			10-20	3112	WAGNER DIST.	A/P	1000 -						1000 -	27
28			10-23	3113	EMPLOYERS OVERLOAD	DAY LABOR	150 -							28
29			10-75	3114	HYLAND TRUCKING	FREIGHT	421 -							29
30			10-27	3115	PERSONAL	DRAW	700 -							30
31			10-31		FABRIC'S INC.	MERCH.		411 -					411 -	31
32														32
33					OCTOBER	TOTALS	11932 -	411 -			151 -		7291 -	33

126 THE IDEAL SYSTEM REG. U. S. PAT. OFFICE

DISTRIBUTION OF EXPENSES

THE IDEAL SYSTEM. REG. U. S. PAT. OFFICE. MADE IN U. S. A.

IDEAL SYSTEM - FORM 23

	7	8	9	10	11	12	13	14	15	16	17	18	19	20
	FREIGHT, DRAY, EXPRESS		PAYROLL EMPLOYEE'S TOTAL EARNINGS	RENT	REPAIRS TO EQUIPMENT, ETC.	OPERATING SUPPLIES	TAXES AND LICENSES	INTEREST	TELEPHONE, LIGHT, POWER, HEAT, WATER	ADVERTISING AND INSURANCE	OTHER EXPENSE		OTHER PAYMENTS	
											NAME OF ACCOUNT	AMOUNT PAID	NAME OF ACCOUNT	AMOUNT PAID
1			600 -											
2			500 -											
3														
4														
5														
6									126 -					
7									73 -					
8									151 -					
9			250 -											
10					212 -									
11														
12														
13			1350 -		212 -				350 -					
14														
15														
16														
17														
18														
19														
20											3RD QUARTER 1975 TAXES	800 -		
21			600 -											
22			500 -											
23							832 -							
24				1200 -										
25														
26														
27														
28			150 -											
29	421 -													
30													DRAW	700 -
31														
32														
33	421 -		1250 -	1200 -			832 -					800 -		700 -

127

THE IDEAL SYSTEM

REG. U. S. PAT. OFFICE

PAYMENTS – ALL CASH AND CHECKS PAID OUT

THE IDEAL SYSTEM, REG. U. S. PAT. OFFICE. MADE IN U. S. A.

IDEAL SYSTEM - FORM 23

	1	2					3	4	4A	4B	4C	5	6	
	BANK DEPOSITS	BANK BALANCE (2+1−3)	DATE 1975	CHECK NUMBER	TO WHOM PAID	MEMORANDA	PAID OUT BY CHECK	PAID OUT BY CASH	DEDUCTIONS FROM EMPLOYEE'S EARNINGS F.O.A.B. & UNEMP. INS.	WITHHOLDING TAX	OTHER DEDUCTIONS	CASH DISCOUNT TAKEN	MERCHANDISE	
1			11-5	3116	ED TOOLITTLE	WAGES	520-				80-			1
2			11-5	3117	EMIL GONZALES	"	429-				71-			2
3			11-9	3118	DEAL HARDWARE	SUPPLIES	195-							3
4			11-15	3119	QUIK FURN.	A/P	1000-						1000-	4
5			11-15	3120	NORMAN ENTER.	A/P	1346-						1346-	5
6			11-15	3121	WAGNER DIST.	A/P	710-						710-	6
7			11-17	3122	HYLAND TRUCKING	FREIGHT	287-							7
8			11-25	3123	ACE SERVICE	GAS	350-							8
9			11-26	3124	PROBASCO INC.	MERCH.	2616-						2616-	9
10			11-29	3125	PERSONAL	DRAW	800-							10
11			11-29		FABRIC'S INC.	MERCH.		415-					415-	11
33						TOTALS	8253-	415-			151-		6082-	33

DISTRIBUTION OF EXPENSES

THE IDEAL SYSTEM. REG. U. S. PAT. OFFICE. MADE IN U. S. A.

IDEAL SYSTEM - FORM 23

129

THE IDEAL SYSTEM

REG. U. S. PAT. OFFICE

	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
	FREIGHT, DRAY, EXPRESS		PAYROLL, EMPLOYEE'S TOTAL EARNINGS	RENT	REPAIRS TO EQUIPMENT, ETC.	OPERATING SUPPLIES	TAXES AND LICENSES	INTEREST	TELEPHONE, LIGHT, POWER, HEAT, WATER	ADVERTISING AND INSURANCE	OTHER EXPENSE		OTHER PAYMENTS		
											NAME OF ACCOUNT	AMOUNT PAID	NAME OF ACCOUNT	AMOUNT PAID	
1			600 -												1
2			500 -												2
3						195 -									3
4															4
5															5
6															6
7	287 -														7
8											TRUCK GAS	350 -			8
9															9
10													DRAW	800 -	10
11															11
12															12
13															13
14															14
15															15
16															16
17															17
18															18
19															19
20															20
21															21
22															22
23															23
24															24
25															25
26															26
27															27
28															28
29															29
30															30
31															31
32															32
33	287 -		1100 -			195 -						350 -		800 -	33

PAYMENTS – ALL CASH AND CHECKS PAID OUT

THE IDEAL SYSTEM. REG. U. S. PAT. OFFICE. MADE IN U. S. A.

IDEAL SYSTEM - FORM 23

	1	2					3	4	4A	4B	4C	5	6	
	BANK DEPOSITS	BANK BALANCE (2+1−3)	DATE 1975	CHECK NUMBER	TO WHOM PAID	MEMORANDA	PAID OUT BY CHECK	PAID OUT BY CASH	DEDUCTIONS FROM EMPLOYEE'S EARNINGS F.O.A.B. & UNEMP. INS.	WITHHOLDING TAX	OTHER DEDUCTIONS	CASH DISCOUNT TAKEN	MERCHANDISE	
1			12-3	3126	FAROUT BANK	R.E. MORT	2008 –							1
2			12-6	3127	ANOKA SUN	ADV.	600 –							2
3			12-7	3128	QUIK. FURN.	MERCH.	1780 –						1780 –	3
4			12-11	3129	L.P. GAS CO.	FUEL	311 –							4
5			12-11	3130	WAGNER DIST.	MERCH	2282 –						2282 –	5
6			12-12	3131	BELL TELEPHONE	PHONE	62 –							6
7			12-13	3132	POWER INC.	ELECT.	193 –							7
8			12-15	3133	WARNER ENTER.	A/P	748 –						748 –	8
9			12-15	3134	ANDERSON STORAGE	A/P	177 –						177 –	9
10			12-15	3135	PROBASCO INC.	A/P	1867 –						1867 –	10
11			12-15	3136	MPLS. FURN.	A/P	2612 –						2612 –	11
12			12-15	3137	WAGNER DIST.	A/P	1023 –						1023 –	12
13			12-16	3138	NORMAN ENTER.	MERCH.	2112 –						2112 –	13
14			12-21	3139	ED TOOLITTLE	WAGES	520 –				80 –			14
15			12-21	3140	EMIL GONZALES	"	429 –				71 –			15
16			12-21	3141	SAM'S FURN.	MERCH.	4260 –						4260 –	16
17			12-26	3142	EMPLOYERS OVERLOAD	DAY LABOR	220 –							17
18			12-28	3143	STATE OF MINN.	TRUCK LIC.	136 –							18
19			12-30	3144	DIVERSE CREDIT	LOAN	1750 –							19
20			12-31	3145	PERSONAL	DRAW	850 –							20
21			12-31	3146	ED TOOLITTLE	BONUS	100 –							21
22			12-31	3147	EMIL GONZALES	BONUS	100 –							22
23			12-31		FABRIC'S INC.			286 –					286 –	23
24														24
25														25
26														26
27														27
28														28
29														29
30														30
31														31
32														32
33						TOTALS	24140 –	286 –			151 –		17147 –	33

130

REG. U. S. PAT. OFFICE

THE IDEAL SYSTEM

DISTRIBUTION OF EXPENSES

THE IDEAL SYSTEM, REG. U. S. PAT. OFFICE, MADE IN U. S. A.

IDEAL SYSTEM - FORM 23

131

THE IDEAL SYSTEM REG U S PAT OFFICE

	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
	FREIGHT, DRAY, EXPRESS		PAYROLL, EMPLOYEE'S TOTAL EARNINGS	RENT	REPAIRS TO EQUIPMENT, ETC.	OPERATING SUPPLIES	TAXES AND LICENSES	INTEREST	TELEPHONE, LIGHT, POWER, HEAT, WATER	ADVERTISING AND INSURANCE	OTHER EXPENSE		OTHER PAYMENTS		
											NAME OF ACCOUNT	AMOUNT PAID	NAME OF ACCOUNT	AMOUNT PAID	
1								308 –					MORT. PRIN.	1700 –	1
2										600 –					2
3															3
4									311 –						4
5															5
6									62 –						6
7									193 –						7
8															8
9															9
10															10
11															11
12															12
13															13
14			600 –												14
15			500 –												15
16															16
17			220 –												17
18							136 –								18
19								350 –					LOAN PRIN.	1400 –	19
20													DRAW	850 –	20
21			100 –												21
22			100 –												22
23															23
24															24
25															25
26															26
27															27
28															28
29															29
30															30
31															31
32															32
33			1520 –				136 –	658 –	566 –	600 –				3950 –	33

PAYMENTS — ALL CASH AND CHECKS PAID OUT

THE IDEAL SYSTEM. REG. U. S. PAT. OFFICE. MADE IN U. S. A.

IDEAL SYSTEM - FORM 28

	1	2					3	4	4A	4B	4C	5	6	
	BANK DEPOSITS	BANK BALANCE (2+1−3)	DATE 19___	CHECK NUMBER	TO WHOM PAID	MEMORANDA	PAID OUT BY CHECK	PAID OUT BY CASH	DEDUCTIONS FROM EMPLOYEE'S EARNINGS			CASH DISCOUNT TAKEN	MERCHANDISE	
									F. O. A. B. & UNEMP. INS.	WITHHOLDING TAX	OTHER DEDUCTIONS			
1														1
2														2
3														3
4														4
5														5
6														6
7														7
8														8
9														9
10														10
11														11
12														12
13														13
14														14
15														15
16														16
17														17
18														18
19														19
20														20
21														21
22														22
23														23
24														24
25														25
26														26
27														27
28														28
29														29
30														30
31														31
32														32
33						TOTALS								33

THE IDEAL SYSTEM

REG. U. S. PAT. OFFICE

132

QUARTERLY SUMMARY
PAYMENTS—ALL CASH AND CHECKS PAID OUT

THE IDEAL SYSTEM. REG. U. S. PAT. OFFICE. MADE IN U. S. A.

IDEAL SYSTEM - FORM 5-23-A

	1	2					3	4	4A	4B	4C	5	6	
	BANK DEPOSITS	BANK BALANCE (2+1−3)	DATE 19__	CHECK NUMBER	YEAR 19 75	MEMORANDA	PAID OUT BY CHECK	PAID OUT BY CASH	DEDUCTIONS FROM EMPLOYEE'S EARNINGS F. O. A. B. & UNEMP. INS.	WITHHOLDING TAX	OTHER DEDUCTIONS	CASH DISCOUNT TAKEN	MERCHANDISE	
1					MONTH OF JANUARY		7065 -	227 -			151 -		3727 -	1
2					MONTH OF FEBRUARY		12026 -	326 -			151 -		9988 -	2
3					MONTH OF MARCH		14606 -	187 -			151 -		6074 -	3
4					TOTAL FIRST QUARTER		33697 -	740 -			453 -		19789 -	4
5														5
6														6
7														7
8					MONTH OF APRIL		13111 -	353 -			151 -		9715 -	8
9					MONTH OF MAY		3743 -	386 -			151 -		1346 -	9
10					MONTH OF JUNE		13338 -	285 -			151 -		6540 -	10
11					TOTAL SECOND QUARTER		30192 -	1024 -			453 -		17601 -	11
12														12
13														13
14														14
15					MONTH OF JULY		11130 -	574 -			151 -		8379 -	15
16					MONTH OF AUGUST		6552 -				151 -		3190 -	16
17					MONTH OF SEPTEMBER		6445 -	421 -			151 -		5105 -	17
18					TOTAL THIRD QUARTER		24127 -	995 -			453 -		16674 -	18
19														19
20														20
21														21
22					MONTH OF OCTOBER		11932 -	411 -			151 -		7291 -	22
23					MONTH OF NOVEMBER		8253 -	415 -			151 -		6082 -	23
24					MONTH OF DECEMBER		24140 -	286 -			151 -		17147 -	24
25					TOTAL FOURTH QUARTER		44325 -	1112 -			453 -		30520 -	25
26														26
27														27
28														28
29					FIRST QUARTER		33697 -	740 -			453 -		19789 -	29
30					SECOND QUARTER		30192 -	1024 -			453 -		17601 -	30
31					THIRD QUARTER		24127 -	995 -			453 -		16674 -	31
32					FOURTH QUARTER		44325 -	1112 -			453 -		30520 -	32
33					TOTAL FOR YEAR		132341 -	3871 -			1812 -		84584 -	33

162

163

134

THE IDEAL SYSTEM

REG. U. S. PAT. OFFICE

QUARTERLY SUMMARY
DISTRIBUTION OF EXPENSES

THE IDEAL SYSTEM. REG. U. S. PAT. OFFICE. MADE IN U. S. A.

IDEAL SYSTEM - FORM 5-23-B

	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
	FREIGHT, DRAY, EXPRESS		PAYROLL EMPLOYEE'S TOTAL EARNINGS	RENT	REPAIRS TO EQUIPMENT, ETC.	OPERATING SUPPLIES	TAXES AND LICENSES	INTEREST	TELEPHONE, LIGHT, POWER, HEAT, WATER	ADVERTISING AND INSURANCE	OTHER EXPENSE NAME OF ACCOUNT	OTHER EXPENSE AMOUNT PAID	OTHER PAYMENTS NAME OF ACCOUNT	OTHER PAYMENTS AMOUNT PAID	
1			1100 -		416 -		57 -			543 -		800 -		800 -	1
2	411 -		1100 -		97 -					307 -				600 -	2
3			1350 -	300 -				300 -	420 -					6500 -	3
4	411 -		3550 -	300 -	513 -		57 -	300 -	420 -	850 -		800 -		7900 -	4
5															5
6															6
7															7
8			1100 -					150 -				800 -		1850 -	8
9			1100 -		22 -	23 -	832 -					357 -		600 -	9
10			1100 -		188 -			348 -	398 -					5200 -	10
11			3300 -		210 -	23 -	832 -	498 -	398 -			1157 -		7650 -	11
12															12
13															13
14															14
15	94 -		1100 -		582 -							800 -		900 -	15
16			1100 -		100 -							613 -		1700 -	16
17			1350 -		212 -				350 -						17
18	94 -		3550 -		894 -				350 -			1413 -		2600 -	18
19															19
20															20
21															21
22	421 -		1250 -	1200 -			832 -					800 -		700 -	22
23	287 -		1100 -			195 -						350 -		800 -	23
24			1520 -				136 -	658 -	566 -	600 -				3950 -	24
25	708 -		3870 -	1200 -		195 -	968 -	658 -	566 -	600 -		1150 -		5450 -	25
26															26
27														165	27
28															28
29	411 -		3550 -	300 -	513 -		57 -	300 -	420 -	850 -		800 -		7900 -	29
30			3300 -		210 -	23 -	832 -	498 -	398 -			1157 -		7650 -	30
31	94 -		3550 -		894 -				350 -			1413 -		2600 -	31
32	708 -		3870 -	1200 -		195 -	968 -	658 -	566 -	600 -		1150 -		5450 -	32
33	1213 -		14270 -	1500 -	1617 -	218 -	1857 -	1456 -	1734 -	1450 -		4520 -		23600 -	33

135

REG. U. S. PAT. OFFICE

164

INSTRUCTIONS

(W-1, 3031, 3041, 3051, 3061, 3061-C, 3071, 3091, 3111, 3131, 3141)

MONTHLY SUMMARY

At the end of each month transfer the necessary monthly totals from Sales, Purchases, Payments, Expenses, Deductions, and Inventory sections to the **"Monthly Summary."** The lines in the "Monthly Summary" are keyed in with the sections from which monthly totals are transferred and are self-explanatory, making it easy to summarize the operations of your business.

"Inventory at Beginning of Period," line 7, is for total stock inventory at the beginning of the month. "Inventory at End of Period," line 9, is for total stock inventory at end of month. The amount of inventory at the beginning of the month is the same amount as the inventory at the end of the preceding month. (If not consistent to take inventory monthly, estimate this.)

At the end of the year enter the totals for the year in the "Total" column by adding the amounts on each line across the double page, except inventories on lines 7 and 9. Enter in this "Total" column the stock inventory at the beginning of the year on line 7, and stock inventory at the end of the year on line 9.

MONTHLY STATEMENT OF INCOME

The "Monthly Statement of Income" should be prepared at the end of each month from the "Monthly Summary." This statement, when prepared, will show the amount of your gross profit and net profit by months.

STATEMENT OF INCOME

The "Statement of Income" should be prepared at the end of the year from the "Total" column of this Summary. This statement, when prepared will enable you to determine whether an Income Tax Return is required and will give you the necessary figures for your Income Tax Return, as well as a clear picture of the operation of your business for the year.

Before preparing your Income Tax Return, determine if you have included any deductions in the "Statement of Income" that are not allowable in your Income Tax Return, adjust the item in the "Statement of Income" and make a notation of the adjustment on the "Statement of Income."

NOTE: As you will observe, this section will give you a clear picture of the operations of your business by months and for the year — each month's Sales, Purchases, Inventory, Cost of Sales, Expenses, and Profits or Losses shown on a double page where you can make comparisons at a glance. From these comparisons you can often improve your business by increasing sales volume, reducing costs and overhead, and increasing profits without waiting until the end of the year, when it is too late to overcome losses within the same year. A few minutes each day and an hour or two of your time at the end of the month with this simple system will prove profitable to you indeed.

BALANCE SHEET

The "Balance Sheet" is for your convenience in determining your Assets, Liabilities, and Net Worth, and for the preparation of Financial Statements for credit purposes.

137

MONTHLY SUMMARY OF BUSINESS AND STATEMENT OF INCOME

THE IDEAL SYSTEM, REG. U. S. PAT. OFFICE. MADE IN U.S.A.

IDEAL SYSTEM - FORM 24-A

	MONTHLY SUMMARY - YEAR 1975	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	
1	**SALES** Total Sales (From Sales Section Column 4)	7448 -	17650 -	10990 -	9720 -	12390 -	20767 -	1
2	**PURCHASES** Total Amount of Purchases (From Purchase Section Column 1)	11027 -	9211 -	374 -	8780 -	4721 -	6000 -	2
3	Cash Discounts Taken (From Payment Section Column 5)							3
4	NET AMOUNT OF PURCHASES (Line 2 Minus Line 3)	11027 -	9211 -	374 -	8780 -	4721 -	6000 -	4
5	Freight, Dray, Express (From Payment Section Column 7)		411 -					5
6	(From Payment Section Column 8)							6
7	INVENTORY at Beginning of Period (From Inventory Section)	29610 -	38675 -	36440 -	29850 -	32720 -	28885 -	7
8	Total (Total of Lines 4 to 7 inclusive)	40637 -	48297 -	36814 -	38630 -	37441 -	34885 -	8
9	INVENTORY at End of Period (From Inventory Section)	38675 -	36440 -	29850 -	32720 -	28885 -	21950 -	9
10	NET COST OF MERCHANDISE SOLD: (Line 8 Minus Line 9)	1962 -	11857 -	6964 -	5910 -	8556 -	12935 -	10
11	**EXPENSES:** Payroll. Employees Total Earnings (From Expense Section Column 9)	1100 -	1100 -	1350 -	1100 -	1100 -	1100 -	11
12	Rent (From Expense Section Column 10)			300 -				12
13	Repairs to Equipment, Etc. (From Expense Section Column 11)	416 -	97 -			22 -	188 -	13
14	Operating Supplies (From Expense Section Column 12)					23 -		14
15	Taxes and Licenses (From Expense Section Column 13)	57 -				832 -		15
16	Interest (From Expense Section Column 14)			300 -	150 -		348 -	16
17	Telephone, Light, Power, Heat, Water (From Expense Section Column 15)			294 -			279 -	17
18	Advertising (From Expense Section Column 16)							18
19	Insurance (From Expense Section Column 16)	543 -	307 -					19
20	Other Expenses (From Expense Section Column 18) TRUCK EXPENSE					357 -		20
21	(From Expense Section Column 18) LEGAL							21
22	(From Expense Section Column 18) EMPLOYERS CONTRIB.	115 -	115 -	115 -	115 -	116 -	116 -	22
23	TOTAL EXPENSES (Total of Lines 11 to 22 inclusive)	2231 -	1619 -	2359 -	1365 -	2450 -	2031 -	23
24	**DEDUCTIONS** Bad Debts (From Form 4)							24
25	Depreciation (From Form 5)	254 -	254 -	254 -	254 -	254 -	254 -	25
26	Contributions and Other Deductions (From Form 60)							26
27	TOTAL EXPENSES AND DEDUCTIONS (Total of Lines 23 to 26 inclusive)	2485 -	1873 -	2613 -	1619 -	2704 -	2285 -	27
	MONTHLY STATEMENT OF INCOME							
28	TOTAL SALES (From Line 1, above)	7448 -	17650 -	10990 -	9720 -	12390 -	20767 -	28
29	NET COST OF MERCHANDISE SOLD (From Line 10, above)	1962 -	11857 -	6964 -	5910 -	8556 -	12935 -	29
30	GROSS PROFIT FROM BUSINESS (Line 28 Minus Line 29)	5486 -	5793 -	4026 -	3810 -	3834 -	7832 -	30
31	TOTAL EXPENSES AND DEDUCTIONS (From Line 27, above)	2485 -	1873 -	2613 -	1619 -	2704 -	2285 -	31
32	NET PROFIT FROM BUSINESS (Line 30 Minus Line 31)	3001 -	3920 -	1413 -	2191 -	1130 -	5547 -	32

THE IDEAL SYSTEM REG. U. S. PAT. OFFICE 138

MONTHLY SUMMARY OF BUSINESS AND STATEMENT OF INCOME

THE IDEAL SYSTEM. REG. U. S. PAT. OFFICE. MADE IN U.S.A.

IDEAL SYSTEM - FORM 24-B

	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	TOTAL
1	10708 -	9707 -	10897 -	6426 -	14637 -	21863 -	153203 -
2	10529 -	2990 -	4566 -	5978 -	9202 -	10720 -	84098 -
3							
4	10529 -	2990 -	4566 -	5978 -	9202 -	10720 -	84098 -
5	94 -			421 -	281 -		1213 -
6							
7	21950 -	24440 -	21125 -	20605 -	23565 -	24465 -	29610 -
8	32573 -	27430 -	25691 -	27004 -	33054 -	35185 -	114921 -
9	24440 -	21125 -	20605 -	23565 -	24465 -	22525 -	22525 -
10	8133 -	6305 -	5086 -	3439 -	8589 -	12660 -	92396 -
11	1100 -	1100 -	1350 -	1250 -	1100 -	1520 -	14270 -
12				1200 -			1500 -
13	582 -	100 -	212 -				1617 -
14					195 -		218 -
15				832 -		136 -	1857 -
16						658 -	1456 -
17			245 -			396 -	1214 -
18						600 -	600 -
19							850 -
20		330 -			350 -		1037 -
21		283 -					283 -
22	116 -	116 -	116 -	116 -	116 -	116 -	1388 -
23	1798 -	1929 -	1923 -	3398 -	1761 -	3426 -	26290 -
24							
25	255 -	255 -	255 -	255 -	255 -	255 -	3054 -
26							
27	2053 -	2184 -	2178 -	3653 -	2016 -	3681 -	29344 -
28	10708 -	9707 -	10897 -	6426 -	14637 -	21863 -	153203 -
29	8133 -	6305 -	5086 -	3439 -	8589 -	12660 -	92396 -
30	2575 -	3402 -	5811 -	2987 -	6048 -	9203 -	60807 -
31	2053 -	2184 -	2178 -	3653 -	2016 -	3681 -	29344 -
32	522 -	1218 -	3633 -	(666-)	4032 -	5522 -	31463 -

139 REG. U. S. PAT. OFFICE

STATEMENT OF INCOME YEAR -19 75

SALES: TOTAL SALES 153203

COST OF MERCHANDISE SOLD

PURCHASES: Net Amt. of Purchases 84098
Freight, Dray, Express 1213

INVENTORY at Beginning of Year ... 29610
Total 114921
INVENTORY, End of Year (Subtract) 22525
Total 92396
Net Cost of Products or Goods Sold (Subtract from Sales) 92396
GROSS PROFIT FROM BUSINESS 60807

EXPENSES:
Payroll. Employees Total Earnings .. 14270
Interest 1456
Taxes and License 1857
Rent 1500
Repairs to Equip., etc. 1617
Telephone, Light, Power, Water and Heat 1214
Operating Supplies 218
Advertising 600
Insurance 850
Truck and Car Expense ... 1037
Other Expenses ... 1671
TOTAL EXPENSES: 26290

DEDUCTIONS:
Bad Debts ....
Depreciation 3054
Contributions ....
Other Deductions ....
TOTAL DEDUCTIONS 3054
TOTAL EXPENSES AND DEDUCTIONS (Subtract from Gross Profit from Business) 29344-
NET PROFIT FROM BUSINESS 31463-
Plus All Other Income Not Included Above 1445-
Total 32908-
Less All Other Deductions Not Included Above 300-
TOTAL NET INCOME FOR YEAR 32608-

BALANCE SHEET

YEAR 1975

ASSETS AND LIABILITIES AT BEGINNING OF YEAR

ASSETS

CURRENT ASSETS:		
Cash on Hand		
Cash in Bank	2925	
Notes Receivable		
Accounts Receivable	950	
Inventory Stock on Hand	29610	
TOTAL		33485
FIXED ASSETS:		
Land	3000	
Buildings	22200	
Equipment	4517	
Furniture and Furnishings	1130	
TOTAL		30847
OTHER ASSETS:		
TOTAL		
TOTAL ASSETS		64332

LIABILITIES

CURRENT LIABILITIES:		
Notes Payable	4187	
Accounts Payable	3027	
TAXES PAYABLE	800	
TOTAL		8014
FIXED LIABILITIES:		
Mortgages	29873	
TOTAL		29873
TOTAL LIABILITIES		37887
NET WORTH (Deduct Total Liabilities from Total Assets and enter the difference here)		26445
TOTAL LIABILITIES AND NET WORTH		64332

ASSETS AND LIABILITIES AT END OF YEAR

ASSETS

CURRENT ASSETS:		
Cash on Hand		
Cash in Bank	32821	
Notes Receivable		
Accounts Receivable	4445	
Inventory Stock on Hand	22525	
TOTAL		59791
FIXED ASSETS:		
Land	3000	
Buildings	20720	
Equipment	5743	
Furniture and Furnishings	930	
TOTAL		30393
OTHER ASSETS:		
TOTAL		
TOTAL ASSETS		90184

LIABILITIES

CURRENT LIABILITIES:		
Notes Payable	11437	
Accounts Payable	2536	
TAXES PAYABLE	800	
TOTAL		14773
FIXED LIABILITIES:		
Mortgages	26473	
TOTAL		26473
TOTAL LIABILITIES		41246
NET WORTH (Deduct Total Liabilities from Total Assets and enter the difference here)		48938
TOTAL LIABILITIES AND NET WORTH		90184

BANK ACCOUNT

THE IDEAL SYSTEM, REG. U. S. PAT. OFFICE MADE IN U. S. A.

DATE 19__	NO.	MEMORANDA	DEPOSITS IN	CHECKS OUT	BALANCE
1-1-75		BEGINNING BALANCE			2925 -
JAN			17209 -	7292 -	12842 -
FEB			15779 -	12352 -	16269 -
MAR			11512 -	14793 -	12988 -
APR			10945 -	13464 -	10469 -
MAY			9952 -	4129 -	16292 -
JUNE			18228 -	13623 -	20897 -
JULY			8792 -	11709 -	17980 -
AUG			12073 -	6552 -	23501 -
SEPT			12771 -	6866 -	29406 -
OCT			10900 -	12343 -	27963 -
NOV			12793 -	8668 -	32088 -
DEC			25159 -	24426 -	32821 -

141

REG. U. S. PAT. OFFICE
PUBLISHED BY
THE IDEAL SYSTEM CO., LOS ANGELES

BANK ACCOUNT

CASH RECORD

THE IDEAL SYSTEM. REG. U. S. PAT. OFFICE. MADE IN U.S.A.

IDEAL SYSTEM - FORM 8

	DATE 19__	NO.	MEMORANDA	DEPOSITS	CHECKS	BALANCE	CASH ON HAND	CASH RECEIVED	CASH PAID OUT	CASH DEPOSITED	BALANCE CASH ON HAND	
1												1
2												2
3												3
4												4
5												5
6												6
7												7
8												8
9												9
10												10
11												11
12												12
13												13
14												14
15												15
16												16
17												17
18												18
19												19
20												20
21												21
22												22
23												23
24												24
25												25
26												26
27												27
28												28
29												29
30												30
31												31
32												32
33												33

142
THE IDEAL SYSTEM
REG. U. S. PAT. OFFICE
PUBLISHED BY
THE IDEAL SYSTEM CO. LOS ANGELES

PROPRIETOR'S ACCOUNT

THE IDEAL SYSTEM. REG. U.S. PAT. OFFICE. MADE IN U.S.A.

IDEAL SYSTEM - FORM 70

DATE 1975	NO.	TO WHOM PAID OR DESCRIPTION	MEMORANDA	1 NET WORTH BEGINNING OF PERIOD	2 ADDITIONAL CAPITAL INVESTED	3 (PLUS) PROFIT OR (MINUS) LOSS	4 TOTAL (1+2+3 OR 1+2−3)	5 MONEY, ETC. WITHDRAWN FROM BUSINESS	6 BALANCE 4—5
1-16		PERSONAL	DRAW					800-	
2-18		"	"					600-	
3-15		"	"					800-	
4-20		"	"					1200-	
5-15		"	"					600-	
6-30		"	"					600-	
7-23		"	"					900-	
8-19		"	"					1700-	
9-		"	"					-0-	
10-27		"	"					700-	
11-29		"	"					800-	
12-31		"	"					850-	
								9550-	

THE IDEAL SYSTEM
REG. U.S. PAT. OFFICE
PUBLISHED BY
THE IDEAL SYSTEM CO. LOS ANGELES

PROPRIETOR'S ACCOUNT

THE IDEAL SYSTEM REG. U.S. PAT. OFFICE MADE IN U.S.A.

IDEAL SYSTEM - FORM 70

DATE 19__	NO.	TO WHOM PAID OR DESCRIPTION	MEMORANDA	1 NET WORTH BEGINNING OF PERIOD	2 ADDITIONAL CAPITAL INVESTED	3 (PLUS) PROFIT OR (MINUS) LOSS	4 TOTAL (1+2+3 OR 1+2−3)	5 MONEY, ETC. WITHDRAWN FROM BUSINESS	6 BALANCE 4−5

THE IDEAL SYSTEM
144
REG. U. S. PAT. OFFICE
PUBLISHED BY
THE IDEAL SYSTEM CO. LOS ANGELES

THE IDEAL SYSTEM REG. U. S. PAT. OFFICE MADE IN U. S. A.

DEPRECIATION SCHEDULE

IDEAL SYSTEM - FORM 640 (8 COLUMNS)

				B. I.				E. I.
	ACQ. DATE	HISTORICAL COST	ACCUM. DEPR.	REMAINING COST.	CURRENT YR. DEPR.	ACCUM. DEPR.	LIFE	REMAINING COST
BUILDING	1965	37000-	14800-	22200-	1480-	16280-	25	20720-
FIXTURES & DISPLAYS	1965	2700-	1800-	900-	180-	1980-	15	720-
FORK LIFT	1969	3800-	2280-	1520-	380-	2660-	10	1140-
DISPLAY UNIT	1971	300-	70-	230-	20-	90-	15	210-
CASH REGISTER	1972	800-	292-	508-	44-	336-	10	464-
ADDING MACHINE	1974	200-	11-	189-	20-	31-	10	169-
DODGE VAN	1967	2100-	1660-	440-	140-	8-24-75	10	SOLD
CHEV. PICKUP	1970	3500-	2700-	800-	300-	6-28-75	5	TRADED
FORD PICKUP	1973	2000-	940-	1060-	270-	1210-	5	790-
CHEV TRUCK	6-1975	3400-	--	—	220-	220-		3180-
					3054-			27393-

THE IDEAL SYSTEM
REG. U. S. PAT. OFFICE
PUBLISHED BY
THE IDEAL SYSTEM CO., LOS ANGELES
145

THE IDEAL SYSTEM REG. U. S. PAT. OFFICE MADE IN U.S.A.

IDEAL SYSTEM - FORM 848 (8 COLUMNS)

146
THE IDEAL SYSTEM
REG. U. S. PAT. OFFICE
PUBLISHED BY
THE IDEAL SYSTEM CO., LOS ANGELES

INVENTORY CONTROL

		TOTAL	BED	LIV/DIN	KITCH	MISC.	USED
JAN	UNITS IN STOCK	154	33	14	37	40	30
FEB		153	26	19	28	53	27
MAR		139	18	19	16	53	33
APR		146	21	27	8	64	26
MAY		118	16	27	12	36	27
JUNE		83	13	18	15	21	16
JULY		93	9	22	20	29	13
AUG		75	12	22	10	18	13
SEPT.		76	13	18	12	20	13
OCT		88	15	22	11	23	17
NOV		104	12	23	9	43	17
DEC.		87	11	23	11	21	21
JAN	DOLLAR VALUE	$38675 -	13200 -	6300 -	12025 -	4600 -	2550 -
FEB		36440 -	10400 -	8550 -	9100 -	6095 -	2295 -
MAR		29850 -	7200 -	8550 -	5200 -	6095 -	2805 -
APR		32720 -	8400 -	12150 -	2600 -	7360 -	2210 -
MAY		28885 -	6400 -	12150 -	3900 -	4140 -	2295 -
JUNE		21950 -	5200 -	8100 -	4875 -	2415 -	1360 -
JULY		24440 -	3600 -	9900 -	6500 -	3335 -	1105 -
AUG		21125 -	4800 -	9900 -	3250 -	2070 -	1105 -
SEPT		20605 -	5200 -	8100 -	3900 -	2300 -	1105 -
OCT		23565 -	6000 -	9900 -	3575 -	2645 -	1445 -
NOV		24465 -	4800 -	10350 -	2925 -	4945 -	1445 -
DEC.		22525 -	4400 -	10350 -	3575 -	2415 -	1785 -

147
REG. U.S. PAT. OFFICE
PUBLISHED BY
THE IDEAL SYSTEM CO. LOS ANGELES
THE IDEAL SYSTEM

148
THE IDEAL SYSTEM
REG. U. S. PAT. OFFICE
PUBLISHED BY
THE IDEAL SYSTEM CO. LOS ANGELES

FACSIMILE PAGE

INDIVIDUAL PAYROLL RECORD FOR YEAR ENDING December 31 19 77

NAME OF EMPLOYEE John Doe
SOCIAL SECURITY NO.
DATE EMPLOYED Jan. 1, 1950
ADDRESS 1800 Center Street CITY Metroville
MARRIED ☑
NUMBER OF EMPLOYEES CLAIMED ON FORM W4 2
DATE TERMINATED
PHONE Taylor 5-8306 DATE OF BIRTH 8-12-20
SINGLE ☐
REASON

THE IDEAL SYSTEM COPYRIGHT U S PAT OFFICE

IDEAL SYSTEM - FORM Q-812

	WEEK ENDING	HOURS WORKED REG TIME	OVER TIME	RATE	PER	REGULAR TIME EARNINGS	OVERTIME EARNINGS	OTHER COMPENSATION	TOTAL EARNINGS (A)	DEDUCTIONS FROM EMPLOYEE'S EARNINGS: STATE UNEMP INS AT __ %	FEDERAL OLD AGE AT __ %	FEDERAL WITHHOLDING TAXES	OTHER WITHHOLDING TAXES	OTHER DEDUCTIONS	TOTAL DEDUCTIONS (B)	NET AMOUNT PAID EMPLOYEE (COL. A LESS COL. B)	CHECK NO	
1	Jan. 4	40		180	hr.	7200			7200	72	180	850			1102	6098	60	1
2	11	40		180	✓	7200			7200	72	180	850		500	1602	5598	93	2
3	18	32		180	✓	5760			5760	58	144	570			772	4988	128	3
4	25	40		180	✓	7200			7200	72	180	850			1102	6098	167	4
5	Feb. 1	40	4	180	✓	7200	1080		8280	83	207	1030			1520	6960	194	5
6	8	36		180	-	6480			6480	65	162	710		1000	1937	4543	221	6
7	15	40		180	-	7200			7200	72	180	850			1102	6098	263	7
8	22	40	2	180	✓	7200	540		7740	77	194	920			1191	6549	297	8
9	Mar. 1	40		180	✓	7200			7200	72	180	850			1102	6098	328	9
10	8	39		180	-	7020			7020	70	176	820		500	1566	5454	359	10
11	15	40		180	✓	7200			7200	72	180	850			1102	6098	391	11
12	22	40		180	✓	7200			7200	72	180	850			1102	6098	422	12
13	29	40	5	180	✓	7200	1350		8550	86	214	1070			1370	7180	453	13
14	TOTAL 1ST QUARTER					91260	2970		94230	1015	2357	11070		2000	16370	77860		14
15	Apr. 5	40	6	180	hr.	7200	1620		8820	88	221	1120			1429	7391	487	15
16	12	40		180	✓	7200			7200	72	180	850		500	1602	5598	515	16
17	19			Off this week illness														17
18	26	38		180	hr.	6840			6840	68	171	780			1019	5821	545	18
19	May 3	40		180	✓	7200			7200	72	180	850			1102	6098	609	19
20	10	40		180	-	7200			7200	72	180	850			1102	6098	639	20
21	17	40		190	-	7600			7600	76	190	920		1000	2186	5414	672	21
22	24	40	4	190	✓	7600	1100		8700	87	218	1100			1405	7295	705	22
23	31	36		190	-	6850			6850	69	171	780			1020	5830	737	23
24	June 7	40		190	-	7600			7600	76	190	920			1186	6414	769	24
25	14	Vacation with pay				7600			7600	76	190	920		500	1686	5914	801	25
26	21	40		190	hr.	7600			7600	76	190	920			1186	6414	832	26
27	28	40	2	190	✓	7600	550		8150	82	204	1000			1286	6864	866	27
28	TOTAL 2ND QUARTER					88090	3270		91360	914	2285	11010		2000	16209	75151		28
29																		29
30																		30
31																		31
32																		32
33																		33

TRANSFER THE QUARTERLY TOTALS OF EACH EMPLOYEE TO FORM 5-812 PAYROLL SUMMARY. THIS GIVES YOU YOUR COMBINED TOTAL QUARTERLY PAYROLL FOR YOUR PAYROLL TAX RETURNS.

EACH QUARTERLY TOTAL OF EACH COLUMN IS ALSO TO BE ENTERED AT THE BOTTOM OF THE REVERSE SIDE OF THIS FORM ON THE LINE FOR THE PROPER QUARTER. THIS GIVES YOU EACH EMPLOYEES INDIVIDUAL TOTAL EARNINGS, WITHHOLDING TAX, ETC. FOR YOUR FINAL WITHHOLDING TAX RETURNS.

MAY BE USED FOR ANY MERCHANDISE, MEALS, LODGING, ETC. SUPPLIED TO EMPLOYEE AS PART OF WAGE.

TAX DEDUCTIONS ARE TO BE CALCULATED ON THE AMOUNTS IN THIS COLUMN.

ENTER SUCH ITEMS AS ADVANCES, INSURANCE, COST OF MEALS GIVEN TO EMPLOYEE IN LIEU OF WAGE, ETC.

149 THE IDEAL SYSTEM REG U S PAT OFFICE

INDIVIDUAL PAYROLL RECORD FOR YEAR ENDING 19 75

NAME OF EMPLOYEE ED TOOLITTLE SOCIAL SECURITY NO DATE EMPLOYED
ADDRESS CITY MARRIED ☐ NUMBER OF EXEMPTIONS CLAIMED ON FORM W4 DATE TERMINATED
PHONE DATE OF BIRTH SINGLE ☐ REASON

THE IDEAL SYSTEM COPYRIGHT U. S. PAT. OFFICE

IDEAL SYSTEM - FORM Q-812

	WEEK ENDING	HOURS WORKED		RATE	PER	REGULAR TIME EARNINGS	OVERTIME EARNINGS	OTHER COMPENSATION	TOTAL EARNINGS (A)	DEDUCTIONS FROM EMPLOYEE'S EARNINGS						NET AMOUNT PAID EMPLOYEE (COL. A LESS COL. B)	CHECK NO.	
		REG. TIME	OVER TIME							STATE UNEMP. INS. AT ___ %	FEDERAL OLD AGE AT ___ %	FEDERAL WITHHOLDING TAXES	OTHER WITHHOLDING TAXES	OTHER DEDUCTIONS	TOTAL DEDUCTIONS (B)			
1	1-8					600-			600-				80-		80-	520-	3005	1
2	2-8					600-			600-				80-		80-	520-	3018	2
3	3-1					600-			600-				80-		80-	520-	3024	3
4	4-15					600-			600-				80-		80-	520-	3038	4
5	5-2					600-			600-				80-		80-	520-	3046	5
6	6-30					600-			600-				80-		80-	520-	3066	6
7	7-21					600-			600-				80-		80-	520-	3079	7
8	8-15					600-			600-				80-		80-	520-	3087	8
9	9-4					600-			600-				80-		80-	520-	3093	9
10	10-15					600-			600-				80-		80-	520-	3106	10
11	11-5					600-			600-				80-		80-	520-	3116	11
12	12-21					600-			600-				80-		80-	520-	3139	12
13	12-31							100-	100-							100-	3146	13
14	TOTAL 3RD QUARTER																	14
15																		15
16																		16
17																		17
18																		18
19																		19
20																		20
21																		21
22																		22
23																		23
24																		24
25																		25
26																		26
27																		27
28	TOTAL 4TH QUARTER																	28
29	TOTAL FIRST QUARTER																	29
30	TOTAL SECOND QUARTER																	30
31	TOTAL THIRD QUARTER																	31
32	TOTAL FOURTH QUARTER																	32
33	TOTAL FOR YEAR					7200-		100-	7300-				960-		960-	6340-		33

150 REG. U.S. PAT. OFFICE THE IDEAL SYSTEM

191

192

INDIVIDUAL PAYROLL RECORD FOR YEAR ENDING ____________ 19___

NAME OF EMPLOYEE Emil Gonzales SOCIAL SECURITY NO. ____________ DATE EMPLOYED ____________

ADDRESS ____________ CITY ____________ MARRIED ☐ NUMBER OF EXEMPTIONS CLAIMED ON FORM W4 ____ DATE TERMINATED ____________

PHONE ____________ DATE OF BIRTH ____________ SINGLE ☐ REASON ____________

THE IDEAL SYSTEM. COPYRIGHT U.S. PAT. OFFICE

IDEAL SYSTEM - FORM Q-612

	WEEK ENDING	HOURS WORKED		RATE	PEP	REGULAR TIME EARNINGS	OVERTIME EARNINGS	OTHER COMPENSATION	TOTAL EARNINGS (A)	DEDUCTIONS FROM EMPLOYEE'S EARNINGS						NET AMOUNT PAID EMPLOYEE (COL. LESS COL. B)	CHECK NO.	
		REG. TIME	OVER TIME							STATE UNEMP. INS. AT ___ %	FEDERAL OLD AGE AT ___ %	FEDERAL WITHHOLDING TAXES	OTHER WITHHOLDING TAXES	OTHER DEDUCTIONS	TOTAL DEDUCTIONS (B)			
1	1-8					500 -			500 -				71 -		71 -	429 -	3006	1
2	2-8					500 -			500 -				71 -		71 -	429 -	3019	2
3	3-9					500 -			500 -				71 -		71 -	429 -	3025	3
4	4-15					500 -			500 -				71 -		71 -	429 -	3039	4
5	5-2					500 -			500 -				71 -		71 -	429 -	3047	5
6	6-30					500 -			500 -				71 -		71 -	429 -	3067	6
7	7-21					500 -			500 -				71 -		71 -	429 -	3080	7
8	8-15					500 -			500 -				71 -		71 -	429 -	3088	8
9	9-4					500 -			500 -				71 -		71 -	429 -	3094	9
10	10-15					500 -			500 -				71 -		71 -	429 -	3107	10
11	11-5					500 -			500 -				71 -		71 -	429 -	3117	11
12	12-21					500 -			500 -				71 -		71 -	429 -	3140	12
13	12-31							100 -	100 -							100 -	3147	13
14	TOTAL 1st QUARTER																	14
15																		15
16																		16
17																		17
18																		18
19																		19
20																		20
21																		21
22																		22
23																		23
24																		24
25																		25
26																		26
27																		27
28	TOTAL 2nd QUARTER																	28
29																		29
30																		30
31																		31
32																		32
33						6000 -		100 -	6100 -				852 -		852 -	5248 -		33

151

REG. U. S. PAT. OFFICE

193

194

INDIVIDUAL PAYROLL RECORD FOR YEAR ENDING ____________ 19__

NAME OF EMPLOYEE BROWN JR. - SON
SOCIAL SECURITY NO. ____________
DATE EMPLOYED ____________
ADDRESS ____________
CITY ____________
MARRIED ☐
NUMBER OF EXEMPTIONS CLAIMED ON FORM W4 ____
DATE TERMINATED ____________
PHONE ____________
DATE OF BIRTH ____________
SINGLE ☐
REASON ____________

THE IDEAL SYSTEM COPYRIGHT U.S. PAT. OFFICE

IDEAL SYSTEM - FORM Q-812

	WEEK ENDING	HOURS WORKED REG. TIME	HOURS WORKED OVER TIME	RATE	PER	REGULAR TIME EARNINGS	OVERTIME EARNINGS	OTHER COMPENSATION	TOTAL EARNINGS (A)	DEDUCTIONS FROM EMPLOYEE'S EARNINGS: STATE UNEMP. INS AT __%	FEDERAL OLD AGE AT __%	FEDERAL WITHHOLDING TAXES	OTHER WITHHOLDING TAXES	OTHER DEDUCTIONS	TOTAL DEDUCTIONS (B)	NET AMOUNT PAID EMPLOYEE (COL. A LESS COL. B)	CHECK NO.
1																	
2	3-18	167				250 -			250 -							250 -	3032
3																	
4	9-27	167				250 -			250 -							250 -	3101
5																	
6																	
7																	
8																	
9																	
10																	
11																	
12																	
13																	
14	TOTAL 3RD QUARTER																
15																	
16																	
17																	
18																	
19																	
20																	
21																	
22																	
23																	
24																	
25																	
26																	
27																	
28	TOTAL 4TH QUARTER																
29	TOTAL FIRST QUARTER																
30	TOTAL SECOND QUARTER																
31	TOTAL THIRD QUARTER																
32	TOTAL FOURTH QUARTER																
33	TOTAL FOR YEAR					500 -			500 -							500 -	

152
THE IDEAL SYSTEM
REG. U.S. PAT. OFFICE

INDIVIDUAL PAYROLL RECORD FOR YEAR ENDING ______ 19__

NAME OF EMPLOYEE EMPLOYERS OVERLOAD
SOCIAL SECURITY NO. ______
DATE EMPLOYED ______
ADDRESS ______
CITY ______
MARRIED ☐
NUMBER OF EXEMPTIONS CLAIMED ON FORM W4 ______
DATE TERMINATED ______
PHONE ______
DATE OF BIRTH ______
SINGLE ☐
REASON ______

THE IDEAL SYSTEM. COPYRIGHT U.S. PAT. OFFICE
IDEAL SYSTEM - FORM Q-812

	WEEK ENDING	HOURS WORKED REG. TIME	HOURS WORKED OVER TIME	RATE	PER	REGULAR TIME EARNINGS	OVERTIME EARNINGS	OTHER COMPEN-SATION	TOTAL EARNINGS (A)	STATE UNEMP. INS. AT __%	FEDERAL OLD AGE AT __%	FEDERAL WITHHOLDING TAXES	OTHER WITHHOLDING TAXES	OTHER DEDUCTIONS	TOTAL DEDUCTIONS (B)	NET AMOUNT PAID EMPLOYEE (COL. A LESS COL. B)	CHECK NO	
1																		1
2	10-23	60				150 -			150 -							150 -	3113	2
3																		3
4	12-26	120				220 -			220 -							220 -	3142 ✓	4
5																		5
6																		6
7																		7
8																		8
9																		9
10																		10
11																		11
12																		12
13																		13
14	TOTAL 1ST QUARTER																	14
15																		15
16																		16
17																		17
18																		18
19																		19
20																		20
21																		21
22																		22
23																		23
24																		24
25																		25
26																		26
27																		27
28	TOTAL 2ND QUARTER																	28
29																		29
30																		30
31																		31
32																		32
33		180				370 -			370 -							370 -		33

153

REG. U. S. PAT. OFFICE

INDIVIDUAL PAYROLL RECORD FOR YEAR ENDING ______ 19__

NAME OF EMPLOYEE ______ SOCIAL SECURITY NO. ______ DATE EMPLOYED ______

ADDRESS ______ CITY ______ MARRIED ☐ NUMBER OF EXEMPTIONS CLAIMED ON FORM W4 } ______ DATE TERMINATED ______

PHONE ______ DATE OF BIRTH ______ SINGLE ☐ REASON ______

THE IDEAL SYSTEM COPYRIGHT U.S. PAT. OFFICE

IDEAL SYSTEM - FORM Q-612

	WEEK ENDING	HOURS WORKED		RATE	PER	REGULAR TIME EARNINGS	OVERTIME EARNINGS	OTHER COMPENSATION	TOTAL EARNINGS (A)	DEDUCTIONS FROM EMPLOYEE'S EARNINGS						NET AMOUNT PAID EMPLOYEE (COL. A LESS COL. B)	CHECK NO.	
		REG. TIME	OVER TIME							STATE UNEMP. INS. AT __%	FEDERAL OLD AGE AT __%	FEDERAL WITHHOLDING TAXES	OTHER WITHHOLDING TAXES	OTHER DEDUCTIONS	TOTAL DEDUCTIONS (B)			
1																		1
2																		2
3																		3
4																		4
5																		5
6																		6
7																		7
8																		8
9																		9
10																		10
11																		11
12																		12
13																		13
14	TOTAL 3RD QUARTER																	14
15																		15
16																		16
17																		17
18																		18
19																		19
20																		20
21																		21
22																		22
23																		23
24																		24
25																		25
26																		26
27																		27
28	TOTAL 4TH QUARTER																	28
29	TOTAL FIRST QUARTER																	29
30	TOTAL SECOND QUARTER																	30
31	TOTAL THIRD QUARTER																	31
32	TOTAL FOURTH QUARTER																	32
33	TOTAL FOR YEAR																	33

154 THE IDEAL SYSTEM REG. U.S. PAT. OFFICE

199

200

PAYROLL SUMMARY

PAGE NUMBER 1

PAYROLL FOR THE PERIOD 1-1-1975 TO 12-31-1975

THE IDEAL SYSTEM COPYRIGHT U.S. PAT. OFFICE

IDEAL SYSTEM - FORM S.812

EMPLOYEE'S NUMBER	EMPLOYEE'S NAME	REGULAR TIME EARNINGS	OVERTIME EARNINGS	OTHER COMPENSATION	TOTAL EARNINGS (A)	DEDUCTIONS FROM EMPLOYEE'S EARNINGS: STATE UNEMP. INS. AT __%	FEDERAL OLD AGE AT __%	FEDERAL WITHHOLDING TAXES	OTHER WITHHOLDING TAXES	OTHER DEDUCTIONS	TOTAL DEDUCTIONS (B)	NET AMOUNT PAID EMPLOYEE (COL. A LESS COL. B)
	ED TOOLITTLE	7200-		100-	7300-				960-		960-	6340-
	EMIL GONZALES	6000-		100-	6100-				852-		852-	5248-
	BROWN JR.	500-			500-							500-
	EMPLOYER'S OVERLOAD	370-			370-							370-
	TOTAL FOR YEAR	14070-		200-	14270-				1812-		1812-	12458-

155

THE IDEAL SYSTEM REG. U.S. PAT. OFFICE

201

202

PAYROLL SUMMARY

PAGE NUMBER ____________

PAYROLL FOR THE PERIOD ____________ 19 ____ TO ____________ 19 ____________

THE IDEAL SYSTEM COPYRIGHT U. S. PAT. OFFICE

IDEAL SYSTEM - FORM S-812

	EMPLOYEE'S NUMBER	EMPLOYEE'S NAME	REGULAR TIME EARNINGS	OVERTIME EARNINGS	OTHER COMPENSATION	TOTAL EARNINGS (A)	DEDUCTIONS FROM EMPLOYEE'S EARNINGS						NET AMOUNT PAID EMPLOYEE (COL. A LESS COL. B)	
							STATE UNEMP. INS. AT ___%	FEDERAL OLD AGE AT ___%	FEDERAL WITHHOLDING TAXES	OTHER WITHHOLDING TAXES	OTHER DEDUCTIONS	TOTAL DEDUCTIONS (B)		
1														1
2														2
3														3
4														4
5														5
6														6
7														7
8														8
9														9
10														10
11														11
12														12
13														13
14														14
15														15
16														16
17														17
18														18
19														19
20														20
21														21
22														22
23														23
24														24
25														25
26														26
27														27
28														28
29														29
30														30
31														31
32														32
33														33

REG. U. S. PAT. OFFICE

THE IDEAL SYSTEM

156

203

204

THE IDEAL SYSTEM, REG. U.S. PAT. OFFICE MADE IN U.S.A. (IDEAL SYSTEM - FORM 849 (6 COLUMNS))

PAYROLL TAX SUMMARY

	EMPLOYEE WITHHOLDING	EMPLOYER'S CONTRIBUTION	TOTAL
JANUARY	151 -	115 -	266 -
FEBRUARY	151 -	116 -	267 -
MARCH	151 -	116	267 -
1ST QUARTER	453 -	347 -	800 -
APRIL	151 -	115 -	266 -
MAY	151 -	116 -	267 -
JUNE	151 -	116 -	267 -
2ND QUARTER	453 -	347 -	800 -
JULY	151 -	115 -	266 -
AUGUST	151 -	116 -	267 -
SEPTEMBER	151 -	116 -	267 -
3RD QUARTER	453 -	347 -	800 -
OCTOBER	151 -	115 -	266 -
NOVEMBER	151 -	116 -	267 -
DECEMBER	151 -	116 -	267 -
4TH QUARTER	453 -	347 -	800 -
TOTAL YEAR	1812 -	1388 -	3200 -

THE IDEAL SYSTEM
REG. U.S. PAT. OFFICE
PUBLISHED BY
THE IDEAL SYSTEM CO. LOS ANGELES

THE IDEAL SYSTEM REG. U. S. PAT. OFFICE MADE IN U.S.A.

IDEAL SYSTEM · FORM 848 16 COLUMNS

THE IDEAL SYSTEM

REG. U. S. PAT. OFFICE
PUBLISHED BY
THE IDEAL SYSTEM CO. LOS ANGELES

158

LOAN AND NOTE RECORD

THE IDEAL SYSTEM, REG. U. S. PAT. OFFICE MADE IN U S A

IDEAL SYSTEM · FORM 80

DATE 1975	NO.	TO WHOSE ACCOUNT AND WHERE PAYABLE	(TIME DAYS OR MONTHS)	DATE DUE	AMOUNT OF LOAN	PAYMENTS MADE ON PRINCIPAL	BALANCE OF PRINCIPAL	RATE OF INTEREST	INTEREST PAID	INTEREST PAID TO
1-1-75		FAROUT NAT'L BANK – BLDG					29873 -			
6-30		" " "				1700 -	28173 -		348 -	
12-3		" " "				1700 -	26473 -		308 -	
1-1-75		DIVERSE CREDIT AGENCY – TRUCK					4187 -			
4-1		" " "				650 -	3537 -		150 -	
12-30		" " "				1400 -	2137 -		350 -	
1-28		PEOPLES STATE BANK	OPERATING		10000 -		10000 -			
3-28		" " "	LOAN			5700 -	4300 -		300 -	
10-6		PEOPLES STATE BANK			5000 -		5000 -			
		YEAR END				11150 -	37910 -		1456 -	210

REG. U. S. PAT. OFFICE
PUBLISHED BY
THE IDEAL SYSTEM CO., LOS ANGELES

139

THE IDEAL SYSTEM REG. U. S. PAT. OFFICE. MADE IN U.S.A. IDEAL SYSTEM - FORM 848 (6 COLUMNS)

MERCHANDISE INVENTORY

	JAN 1				DEC. 31		
DEPARTMENT	QUANTITY	COST EACH	TOTAL VALUE		QUANTITY	COST EACH	TOTAL VALUE
BEDROOM	14	400-	5600-		10	400-	4000-
LIVING & DINING	18	450-	8100-		23	450-	10350-
KITCHEN	22	325-	7150-		11	325-	3575-
MISCELLANEOUS	54	115-	6210-		15	115-	1725-
USED	30	85-	2550-		27	85-	2295-

160

THE IDEAL SYSTEM
REG. U. S. PAT. OFFICE
PUBLISHED BY
THE IDEAL SYSTEM CO. LOS ANGELES

INDEX TO ACCOUNTS

A - L

IDEAL SYSTEM - FORM 162-A

NAME	PAGE NO.	NAME	PAGE NO.	NAME	PAGE NO.
A		E		I	
ANDERSONS STORAGE	7				
B		F		J	
C		G		K	
		GENES REPAIR	6		
D		H		L	

161

PAGE NO. 2

NAME QUIK FURNITURE
ADDRESS

NAME
ADDRESS

THE IDEAL SYSTEM REG. U.S. PAT. OFFICE MADE IN U.S.A.

ACCOUNTS PAYABLE

IDEAL SYSTEM - FORM 106

DATE 19 75	MEMO	AMOUNT OF PURCHASE	DISCOUNT	AMOUNT PAID	BALANCE DUE
12-31-74					1446-
1-12-75	#3008			500-	946-
2-7	#3116			946-	-0-
4-9		1081-			1081-
6-30	#3070			1081-	-0-
8-17		1925-			1925-
10-20	#3111			925-	1000-
11-15	#3119			1000-	-0-
	YEAR END				-0-

DATE 19	MEMO	AMOUNT OF PURCHASE	DISCOUNT	AMOUNT PAID	BALANCE DUE

164
THE IDEAL SYSTEM
REG. U. S. PAT. OFFICE
PUBLISHED BY
THE IDEAL SYSTEM CO. LOS ANGELES

215

216

NAME WAGNER DISTRIBUTING

ADDRESS

THE IDEAL SYSTEM REG. U.S. PAT. OFFICE. MADE IN U.S.A.

DATE 19 75	MEMO.	AMOUNT OF PURCHASE	DISCOUNT	AMOUNT PAID	BALANCE DUE
1-22		6300 -			6300 -
3-17	# 3031			4300 -	2000 -
4-22	# 3042			2000 -	-0-
9-7		1710 -			1710 -
10-20	# 3112			1000 -	710 -
11-15	# 3121			710 -	-0-
11-19		1023 -			1023 -
12-15	# 3137			1023 -	-0-
	YEAR END				-0-

165 REG. U. S. PAT. OFFICE PUBLISHED BY THE IDEAL SYSTEM CO., LOS ANGELES
THE IDEAL SYSTEM

NAME Sam's Furniture

ADDRESS

THE IDEAL SYSTEM REG. U.S. PAT. OFFICE MADE IN U.S.A.

DATE 19 75	MEMO	AMOUNT OF PURCHASE	DISCOUNT	AMOUNT PAID	BALANCE DUE
1-23		1500 -			1500 -
3-17	#3030			1500 -	-0-
7-25		1595 -			1595 -
9-10	#3095			1595 -	-0-
11-23		1536 -			1536 -
	YEAR END				1536 -

218

NAME PROBASCO INC.

ADDRESS

THE IDEAL SYSTEM. REG. U.S. PAT. OFFICE. MADE IN U.S.A.

DATE 19 75	MEMO.	AMOUNT OF PURCHASE	DISCOUNT	AMOUNT PAID	BALANCE DUE
2-3		1750 -			1750 -
4-22	#3043			1000 -	750 -
5-1	#3045			750 -	-0-
6-10	#	1125 -			1125 -
8-15	#3086			1125 -	-0-
10-31		1867 -			1867 -
12-15	#3135			1867 -	-0-
	YEAR END				-0-

167

THE IDEAL SYSTEM

REG. U.S. PAT. OFFICE
PUBLISHED BY
THE IDEAL SYSTEM CO., LOS ANGELES

PAGE NO. 6

NAME GENE'S REPAIR

ADDRESS

THE IDEAL SYSTEM. REG. U.S. PAT. OFFICE. MADE IN U.S.A.

DATE 1975	MEMO	AMOUNT OF PURCHASE	DISCOUNT	AMOUNT PAID	BALANCE DUE
3-9		100-			100-
4-22	#3044			100-	-0-
	YEAR END				-0-

NAME MPLS. FURNITURE

ADDRESS

ACCOUNTS PAYABLE

IDEAL SYSTEM - FORM 106

DATE 1975	MEMO	AMOUNT OF PURCHASE	DISCOUNT	AMOUNT PAID	BALANCE DUE
11-2		3612-			3612-
12-15	#3136			2612-	1000-
					1000-

THE IDEAL SYSTEM
REG. U. S. PAT. OFFICE
PUBLISHED BY
THE IDEAL SYSTEM CO. LOS ANGELES
198

PAGE NO. 7

NAME WARNER ENTERPRISES

ADDRESS

THE IDEAL SYSTEM. REG. U.S. PAT. OFFICE. MADE IN U.S.A.

DATE 1975	MEMO.	AMOUNT OF PURCHASE	DISCOUNT	AMOUNT PAID	BALANCE DUE
4-19		1084-			1084-
6-30	#3069			584-	500-
7-15	#3075			500-	-0-
7-16		4180-			4180-
9-10	#3096			2000-	2180-
10-7		748-			2928-
10-20	#3110			2180-	748-
12-15	#3133			748-	-0-
	YEAR END				-0-

NAME ANDERSON'S STORAGE CO.

ADDRESS

ACCOUNTS PAYABLE IDEAL SYSTEM - FORM 106

DATE 1975	MEMO.	AMOUNT OF PURCHASE	DISCOUNT	AMOUNT PAID	BALANCE DUE
10-24		177-			177-
12-15	#3134			177-	-0-
					-0-

169

THE IDEAL SYSTEM

REG. U. S. PAT. OFFICE
PUBLISHED BY
THE IDEAL SYSTEM CO., LOS ANGELES

NAME
ADDRESS

THE IDEAL SYSTEM REG U S PAT OFFICE MADE IN U S A

DATE 19__	MEMO	AMOUNT OF PURCHASE	DISCOUNT	AMOUNT PAID	BALANCE DUE

PAGE NO.
NAME A/P AGING SCHEDULE
ADDRESS

ACCOUNTS PAYABLE IDEAL SYSTEM - FORM 106

DATE 19__	MEMO	AMOUNT OF PURCHASE	DISCOUNT	AMOUNT PAID	BALANCE DUE
0-30 DAYS					
					-0-
30-60 DAYS					
	MPLS. FURN.	1000—			
	SAM'S "	1536–			
					2536 –
60-90 DAYS					
					-0-
>90 DAYS					
					-0-
	TOTAL A/P				2536–

REG. U. S. PAT. OFFICE
PUBLISHED BY
THE IDEAL SYSTEM CO. LOS ANGELES
170
THE IDEAL SYSTEM

INDEX TO ACCOUNTS
A - L

IDEAL SYSTEM - FORM 162-A

NAME	PAGE NO.	NAME	PAGE NO.	NAME	PAGE NO.
A		**E**		**I**	
B		**F**		**J**	
J Barnes	14	S. Furlong	3		
I. M. Board	15				
A. Boreen	13				
C		**G**		**K**	
B. Copa	4	B. Greenwood	10		
D		**H**		**L**	
Dave's Wholesalers	9			Lakeview Apartments	15
C. Dee	10			Z. Leske	6
R. Dowdell	6			D. Lite	17

171

INDEX TO ACCOUNTS

M-Z

IDEAL SYSTEM - FORM 162-M

NAME	PAGE NO.
M	
J. McNally	12
B. Marvin	7
N	
P. Norman	8
P. Nutte	14
O	
Oman	2
P	
John Palmer	1
Palmer's Inc.	13
S. Persons	7
R. Peterson	5
A. Phillips	9

NAME	PAGE NO.
Q	
R	
S	
M. Sanderson	18
C. Schauffert	8
L. Schiller	12
D. Schmidt	11
Sam Smith	1
T	
Smith's Develop.	16
J. Stage	2
A. Startt	16
S. Stugen	4
D. Swanson	5
M. Torres	18

NAME	PAGE NO.
U	
V	
W	
E. Williams	3
F. Woltjer	11
X Y Z	

NAME Sam Smith

ADDRESS

THE IDEAL SYSTEM, REG. U. S. PAT. OFFICE. MADE IN U.S.A.

	DATE 1975	NO.	MEMO	CHARGES	CREDITS	BALANCE
1	12-31-74					43-
2	1-2-75				43-	-0-
3						
4	8-5			177-		177-
5	11-5				177-	-0-
6						
7						
8						
9						
10						
11						
12						
13						
14						
15						
16						
17						
18						
19						
20						
21			YEAR END			-0-
22						
23						
24						
25						
26						
27						
28						
29						
30						
31						
32						
33						

173

THE IDEAL SYSTEM

REG. U. S. PAT. OFFICE
PUBLISHED BY
THE IDEAL SYSTEM CO. LOS ANGELES

230

NAME John Palmer

PAGE NO. 1

ADDRESS

ACCOUNTS RECEIVABLE

IDEAL SYSTEM - FORM 804

DATE 1975	NO.	MEMO	CHARGES	CREDITS	BALANCE	
12-31-74					105-	1
2-2-75				55-	50-	2
3-28				50-	-0-	3
						4
11-19			120-		120-	5
12-26				120-	-0-	6
						7
						8
						9
						10
						11
						12
						13
						14
						15
						16
						17
						18
						19
						20
					-0-	21
						22
						23
						24
						25
						26
						27
						28
						29
						30
						31
						32
						33

231

NAME Oman

ADDRESS

NAME J. Stage

PAGE NO. 2

ADDRESS

THE IDEAL SYSTEM. REG. U. S. PAT. OFFICE. MADE IN U.S.A.

ACCOUNTS RECEIVABLE IDEAL SYSTEM - FORM 804

DATE 1975	NO	MEMO	CHARGES	CREDITS	BALANCE	DATE 1975	NO	MEMO	CHARGES	CREDITS	BALANCE
12-31-74					802-	1-4			284-		284-
1-2-75				802-	-0-	3-1				200-	84-
						3-28				84-	-0-
6-29			495-		495-						
8-21				495-	-0-	7-9			104-		104-
						9-27				104-	-0-
		YEAR END			-0-						-0-

174

REG. U. S. PAT. OFFICE
PUBLISHED BY
THE IDEAL SYSTEM CO. LOS ANGELES

THE IDEAL SYSTEM

232

233

NAME S. FURLONG
ADDRESS

NAME E. WILLIAMS
ADDRESS

PAGE NO. 3

THE IDEAL SYSTEM, REG. U. S. PAT. OFFICE. MADE IN U.S.A.

ACCOUNTS RECEIVABLE IDEAL SYSTEM - FORM 804

DATE 1975	NO.	MEMO	CHARGES	CREDITS	BALANCE
1-14			375-		375-
3-28				275-	100-
4-9				100-	-0-
10-5			202-		202-
		YEAR END			202-

DATE 1975	NO.	MEMO	CHARGES	CREDITS	BALANCE
1-20			425-		425-
3-1				425-	-0-
10-5			387-		387-
12-3				387-	-0-
					-0-

175
THE IDEAL SYSTEM
REG. U. S. PAT. OFFICE
PUBLISHED BY
THE IDEAL SYSTEM CO., LOS ANGELES

NAME S. STUGEN

ADDRESS

THE IDEAL SYSTEM. REG. U. S. PAT. OFFICE. MADE IN U.S.A.

DATE 1975	NO.	MEMO	CHARGES	CREDITS	BALANCE
2-5			425-		425-
4-9				425-	-0-
		YEAR END			-0-

NAME B. COPA

PAGE NO 4

ADDRESS

ACCOUNTS RECEIVABLE

IDEAL SYSTEM - FORM 804

DATE 1975	NO.	MEMO	CHARGES	CREDITS	BALANCE
2-8			317-		317-
3-1				317-	-0-
9-18			452-		452-
12-3				452-	-0-
					-0-

REG. U. S. PAT. OFFICE
PUBLISHED BY
THE IDEAL SYSTEM CO. LOS ANGELES

THE IDEAL SYSTEM

176

NAME D. SWANSON

ADDRESS

THE IDEAL SYSTEM, REG. U. S. PAT. OFFICE. MADE IN U.S.A.

DATE 1975	NO.	MEMO	CHARGES	CREDITS	BALANCE
2-8			286-		286-
4-9				286-	-0-
		YEAR END			-0-

NAME R. PETERSON

ADDRESS

PAGE NO. 5

ACCOUNTS RECEIVABLE

IDEAL SYSTEM - FORM 804

DATE 1975	NO.	MEMO	CHARGES	CREDITS	BALANCE
2-12			391-		391-
3-1				391-	-0-
					-0-

177

THE IDEAL SYSTEM

REG. U. S. PAT. OFFICE
PUBLISHED BY
THE IDEAL SYSTEM CO. LOS ANGELES

238

239

PAGE NO 6

THE IDEAL SYSTEM. REG. U.S. PAT. OFFICE. MADE IN U.S.A.

ACCOUNTS RECEIVABLE IDEAL SYSTEM - FORM 604

NAME Z. LESKE

ADDRESS

DATE 1975	NO.	MEMO	CHARGES	CREDITS	BALANCE
2-12			507-		507-
4-9				307-	200-
5-11				200-	-0-
		YEAR END			-0-

NAME R. DOWDELL

ADDRESS

DATE 1975	NO.	MEMO	CHARGES	CREDITS	BALANCE
3-6			818-		818-
4-22				818-	-0-
9-2			325-		325-
11-15			275-		600-
11-20				325-	275-
					275-

178

THE IDEAL SYSTEM

REG. U.S. PAT. OFFICE
PUBLISHED BY
THE IDEAL SYSTEM CO. LOS ANGELES

210

241

NAME B. MARVIN

ADDRESS

THE IDEAL SYSTEM, REG. U. S. PAT. OFFICE. MADE IN U.S.A.

DATE 1975	NO.	MEMO	CHARGES	CREDITS	BALANCE
3-13			219-		219-
5-1				219-	-0-
		YEAR END			-0-

NAME S. PERSONS

PAGE NO. 7

ADDRESS

ACCOUNTS RECEIVABLE

IDEAL SYSTEM - FORM 804

DATE 1975	NO.	MEMO	CHARGES	CREDITS	BALANCE
3-27			183-		183-
4-22				183-	-0-
6-17			276-		276-
9-15				276-	-0-
					-0-

179

THE IDEAL SYSTEM

REG. U. S. PAT. OFFICE
PUBLISHED BY
THE IDEAL SYSTEM CO. LOS ANGELES

212

243

NAME C. SCHAUFFERT

ADDRESS

THE IDEAL SYSTEM REG. U. S. PAT. OFFICE MADE IN U S A

DATE 1975	NO.	MEMO	CHARGES	CREDITS	BALANCE
4-1			350-		350-
5-9			260-		610-
		YEAR END			610-

244

NAME P. NORMAN

PAGE NO. 8

ADDRESS

ACCOUNTS RECEIVABLE IDEAL SYSTEM - FORM 804

DATE 1975	NO	MEMO	CHARGES	✓ CREDITS	BALANCE
4-5			286-		286-
5-1				200-	86-
6-20				86-	-0-
					-0-

180

REG. U. S. PAT. OFFICE
PUBLISHED BY
THE IDEAL SYSTEM CO. LOS ANGELES

THE IDEAL SYSTEM

245

NAME A. PHILLIPS

ADDRESS

THE IDEAL SYSTEM, REG. U. S. PAT. OFFICE. MADE IN U.S.A.

	DATE 1975	NO.	MEMO	CHARGES	CREDITS	BALANCE
1	4-5			258-		258-
2	6-20				258-	-0-
21			YEAR END			-0-

THE IDEAL SYSTEM
REG. U. S. PAT. OFFICE
PUBLISHED BY
THE IDEAL SYSTEM CO., LOS ANGELES
181

246

NAME DAVE'S WHOLESALERS PAGE NO. 9

ADDRESS

ACCOUNTS RECEIVABLE IDEAL SYSTEM - FORM 904

DATE 1975	NO.	MEMO	CHARGES	CREDITS	BALANCE	
5-7			2300-		2300-	1
6-20				1300-	1000-	2
6-23			2255-		3255-	3
7-15				1000-	2255-	4
8-21				2255-	-0-	5
10-13			1770-		1770-	7
12-26				1770-	-0-	8
					-0-	21

247

NAME B. GREENWOOD
ADDRESS

NAME C. DEE
ADDRESS

PAGE NO 10

THE IDEAL SYSTEM REG. U.S. PAT. OFFICE MADE IN U.S.A.

ACCOUNTS RECEIVABLE IDEAL SYSTEM - FORM 804

DATE 1975	NO	MEMO	CHARGES	CREDITS	BALANCE
5-7			290-		290-
6-30				290-	-0-
11-11			350-		350-
12-26				350-	-0-
		YEAR END			-0-

DATE 1975	NO	MEMO	CHARGES	CREDITS	BALANCE
5-8			207-		207-
7-15				207-	-0-
					-0-

182

THE IDEAL SYSTEM

REG. U.S. PAT. OFFICE
PUBLISHED BY
THE IDEAL SYSTEM CO. LOS ANGELES

218

249

NAME F. WOLTJER

ADDRESS

NAME D. SCHMIDT

PAGE NO. 11

ADDRESS

THE IDEAL SYSTEM, REG. U. S. PAT. OFFICE. MADE IN U.S.A.

ACCOUNTS RECEIVABLE IDEAL SYSTEM - FORM 804

DATE 1975	NO.	MEMO	CHARGES	CREDITS	BALANCE
6-15			381 -		381 -
7-15				381 -	-0-
		YEAR END			-0-

DATE 1975	NO.	MEMO	CHARGES	CREDITS	BALANCE
6-19			317 -		317 -
8-21				317 -	-0-
					-0-

183

THE IDEAL SYSTEM

REG. U. S. PAT. OFFICE
PUBLISHED BY
THE IDEAL SYSTEM CO., LOS ANGELES

250

251

NAME L. SCHILLER

ADDRESS

NAME J. McNALLY

ADDRESS

PAGE NO 12

THE IDEAL SYSTEM. REG. U.S. PAT. OFFICE MADE IN U.S.A.

ACCOUNTS RECEIVABLE IDEAL SYSTEM - FORM 804

DATE 1975	NO.	MEMO	CHARGES	CREDITS	BALANCE
6-28			749-		749-
9-27				749-	-0-
		YEAR END			-0-

252

DATE 1975	NO.	MEMO	CHARGES	CREDITS	BALANCE
7-7			409-		409-
9-15				200-	209-
10-21				209-	-0-
					-0-

253

184

REG. U.S. PAT. OFFICE
PUBLISHED BY
THE IDEAL SYSTEM CO. LOS ANGELES

THE IDEAL SYSTEM

NAME A. BOREEN

ADDRESS

THE IDEAL SYSTEM, REG. U. S. PAT. OFFICE. MADE IN U.S.A.

DATE 1975	NO.	MEMO	CHARGES	CREDITS	BALANCE
7-7			383-		383-
9-15				383-	-0-
		YEAR END			-0-

185

THE IDEAL SYSTEM

REG. U. S. PAT. OFFICE
PUBLISHED BY
THE IDEAL SYSTEM CO., LOS ANGELES

NAME PALMER'S INC.

PAGE NO. 13

ADDRESS

ACCOUNTS RECEIVABLE

IDEAL SYSTEM - FORM 904

DATE 1975	NO	MEMO	CHARGES	CREDITS	BALANCE
7-18			2300-		2300-
9-27				2300-	-0-
					-0-

NAME J. BARNES
ADDRESS

NAME P. NUTTE
ADDRESS

PAGE NO. 14

THE IDEAL SYSTEM REG. U. S. PAT. OFFICE MADE IN U.S.A.

ACCOUNTS RECEIVABLE IDEAL SYSTEM - FORM 804

DATE 1925	NO.	MEMO	CHARGES	CREDITS	BALANCE
7-20			308-		308-
11-20				308-	-0-
		YEAR END			-0-

DATE 1925	NO.	MEMO	CHARGES	CREDITS	BALANCE
8-5			281-		281-
10-21				281-	-0-
					-0-

REG. U. S. PAT. OFFICE
PUBLISHED BY
THE IDEAL SYSTEM CO. LOS ANGELES

THE IDEAL SYSTEM

186

256

257

NAME I. M. BOARD

ADDRESS

THE IDEAL SYSTEM, REG. U. S. PAT. OFFICE MADE IN U.S.A.

DATE 1975	NO.	MEMO	CHARGES	CREDITS	BALANCE
8-5			305-		305-
11-5				305-	-0-
		YEAR END			-0-

PAGE NO. 15

NAME LAKEVIEW APARTMENTS

ADDRESS

ACCOUNTS RECEIVABLE IDEAL SYSTEM - FORM 804

DATE 1975	NO.	MEMO	CHARGES	CREDITS	BALANCE
8-18			1343-		1343-
10-21				1343-	-0-
11-7			2118-		2118-
					2118-

187 REG. U. S. PAT. OFFICE PUBLISHED BY THE IDEAL SYSTEM CO., LOS ANGELES

253

259

NAME Smith's Development

ADDRESS

THE IDEAL SYSTEM REG. U. S. PAT. OFFICE MADE IN U.S.A.

DATE 1975	NO	MEMO	CHARGES	CREDITS	BALANCE
9-1			1087-		1087-
12-3				1087-	-0-
		Year End			-0-

260

NAME A Startt PAGE NO 16

ADDRESS

ACCOUNTS RECEIVABLE IDEAL SYSTEM - FORM 804

DATE 1975	NO	MEMO	CHARGES	CREDITS	BALANCE
9-5			274-		274-
					274-

188

THE IDEAL SYSTEM REG. U. S. PAT. OFFICE PUBLISHED BY THE IDEAL SYSTEM CO. LOS ANGELES

261

NAME C. TURNER
ADDRESS

THE IDEAL SYSTEM, REG. U. S. PAT. OFFICE, MADE IN U.S.A.

	DATE 1975	NO.	MEMO	CHARGES	CREDITS	BALANCE
1	11-23			96 -		96 -
21			YEAR END			96 -

THE IDEAL SYSTEM
REG. U. S. PAT. OFFICE
PUBLISHED BY
THE IDEAL SYSTEM CO., LOS ANGELES
169

262

NAME D. LITE
ADDRESS
PAGE NO. 17

ACCOUNTS RECEIVABLE
IDEAL SYSTEM - FORM 804

DATE 1975	NO.	MEMO	CHARGES	CREDITS	BALANCE	
12-15			315 -		315 -	1
					315 -	21

263

NAME M. TORRES

ADDRESS

THE IDEAL SYSTEM REG. U.S. PAT. OFFICE MADE IN U.S.A.

DATE 1975	NO	MEMO	CHARGES	CREDITS	BALANCE
12-27			285 -		285 -
		YEAR END			285 -

264

NAME M. SANDERSON

ADDRESS

PAGE NO 18

ACCOUNTS RECEIVABLE IDEAL SYSTEM FORM 804

DATE 1975	NO	MEMO	CHARGES	CREDITS	BALANCE
12-29			270 -		270 -
					270 -

190 THE IDEAL SYSTEM REG. U.S. PAT. OFFICE PUBLISHED BY THE IDEAL SYSTEM CO. LOS ANGELES

265

NAME

ADDRESS

THE IDEAL SYSTEM. REG. U. S. PAT. OFFICE. MADE IN U.S.A.

DATE 19	NO.	MEMO	CHARGES	CREDITS	BALANCE

191

THE IDEAL SYSTEM

REG. U. S. PAT. OFFICE
PUBLISHED BY
THE IDEAL SYSTEM CO., LOS ANGELES

NAME A/R AGING SCHEDULE

PAGE NO.

ADDRESS

ACCOUNTS RECEIVABLE

IDEAL SYSTEM - FORM 804

DATE 19	NO.	MEMO	CHARGES	CREDITS	BALANCE
0-30 DAYS					
		M. SANDERSON	270 -		
		M. TORRES	285 -		
		D. LITE	315 -		870 -
30-60 DAYS					
		C. TURNER	96 -		
		R. DOWDELL	275 -		
		LAKEVIEW APTS.	2118 -		2489 -
60-90 DAYS					
		S. FURLONG	202 -		202 -
7 90 DAYS					
		A. STARTT	274 -		
		C. SCHAUFFERT	610 -		884 -
		TOTAL A/R			4445 -

PERSONAL EXPENSES

DATE		TOTAL	REC & PLEASURE	MEDICAL	LOAN PAYMENT (PRIN)	INT. PAID	GIFTS & SPECIAL	FOOD & MEALS
1-5		21-	21-					
1-15		84-		84-				
1-20		130-			103-	27-		
1-25		17-					17-	
1-27		135-						135-
1-29		30-						
	JANUARY TOTALS	417-	21-	84-	103-	27-	17-	135-
2-9		32-	32-					
2-10		133-		133-				
2-23		130-			104-	26-		
2-27		107-						107-
2-28		280-						
	FEBRUARY TOTALS	682-	32-	133-	104-	26-		107-
3-1		75-						
3-3		186-						
3-6		76-		76-				
3-8		82-		82-				
3-14		130-			106-	24-		
3-17		119-						119-
3-19		125-						
3-28		110-						
	MARCH TOTALS	903-		158-	106-	24-		119-
	1ST QUARTER TOTALS	2002-	53-	375-	313-	77-	17-	361-

194
REG. U. S. PAT. OFFICE
PUBLISHED BY
THE IDEAL SYSTEM CO. LOS ANGELES
THE IDEAL SYSTEM

THE IDEAL SYSTEM REG. U. S. PAT. OFFICE MADE IN U.S.A.

PERSONAL EXPENSES

IDEAL SYSTEM - FORM 848 (9 COLUMNS)

	DONATION & CHURCH	INSUR-ANCE	AUTO EXP.	CLOTH-ING	TAXES PAID	FURN. & FIX.	EDUC-ATION	MISC.
	30-							
JANUARY TOTALS	30-							
							280-	
FEBRUARY TOTALS							280-	
	75-							
		186-						
			125-					
				110-				
MARCH TOTALS	75-	186-	125-	110-				
1ST QUARTER TOTALS	105-	186-	125-	110-			280-	

195 THE IDEAL SYSTEM REG. U. S. PAT. OFFICE PUBLISHED BY THE IDEAL SYSTEM CO., LOS ANGELES

THE IDEAL SYSTEM REG. U. S. PAT. OFFICE MADE IN U.S.A.

PERSONAL EXPENSES

IDEAL SYSTEM - FORM 848 (8 COLUMNS)

DATE		TOTAL	REC. & PLEASURE	MEDICAL	LOAN PAYMENT (PRIN.)	INT. PAID	GIFTS & SPECIAL	FOOD & MEALS
4-9		589 -						
4-13		324 -						
4-25		24 -	24 -					
4-27		75 -						
4-28		317 -						
4-30		130 -			107 -	23 -		
4-30		97						97 -
	APRIL TOTALS	1556 -	24 -		107 -	23 -		97 -
5-6		7 -						
5-15		83 -						
5-19		74 -						74 -
5-21		18 -						
5-28		130 -			108 -	22 -		
5-29		112 -						
	MAY TOTALS	424 -			108 -	22 -		74 -
6-7		121 -						
6-8		89 -		89 -				
6-19		46 -		46 -				
6-25		102 -						102 -
6-30		130 -			110 -	20 -		
6-30		55 -					55 -	
	JUNE TOTALS	543 -		135 -	110 -	20 -	55 -	102 -
	2ND QUARTER TOTALS	2523 -	24 -	135 -	325 -	65 -	55 -	273 -

196
REG. U. S. PAT. OFFICE
PUBLISHED BY
THE IDEAL SYSTEM CO. LOS ANGELES
IDEAL SYSTEM

PERSONAL EXPENSES

	Donation & Church	Insurance	Auto Exp.	Clothing	Taxes Paid	Furn. & Fix.	Education	Misc.
					589 -			
					324 -			
				75 -				
		317 -						
APRIL TOTALS		317 -		75 -	913 -			
								7 -
						83 -		
								18 -
						112 -		
MAY TOTALS						195 -		25 -
	121 -							
JUNE TOTALS	121 -							
2ND QUARTER TOTALS	121 -	317 -		75 -	913 -	195 -		25 -

THE IDEAL SYSTEM
REG. U. S. PAT. OFFICE
PUBLISHED BY
THE IDEAL SYSTEM CO. LOS ANGELES
197

PERSONAL EXPENSES

DATE		TOTAL	REC. & PLEASURE	MEDICAL	LOAN PAYMENT (PRIN)	INT. PAID	GIFTS & SPECIAL	FOOD & MEALS
7-5		60-						
7-8		16-		16-				
7-13		312-						
7-17		123-						123-
7-21		130-			112-	18-		
7-27		32-						
7-30		105-						
	JULY TOTALS	778-		16-	112-	18-		123-
8-3		82-		82-				
8-7		15-		15-				
8-9		99-						99-
8-15		130-			113-	17-		
8-23		570-	570-					
8-27		97-						
8-30		223-						
8-30		284-						
	AUGUST TOTALS	1500-	570-	97-	113-	17-		99-
9-3		71-						
9-15		130-			114-	16-		
9-17		75-						
9-19		82-						
9-23		127-						127-
9-26		289-						
	SEPTEMBER TOTALS	774-			114-	16-		127-
	3RD QUARTER TOTALS	3052-	570-	113-	339-	51-		349-

THE IDEAL SYSTEM
THE IDEAL SYSTEM CO. LOS ANGELES
PUBLISHED BY
REG. U.S. PAT. OFFICE
198

THE IDEAL SYSTEM REG. U. S. PAT. OFFICE. MADE IN U.S.A.

PERSONAL EXPENSES

IDEAL SYSTEM - FORM 848 (8 COLUMNS)

	DONATION & CHURCH	INSURANCE	AUTO EXP.	CLOTHING	TAXES PAID	FURN. & FIX.	EDUCATION	MISC.
	60-							
						312-		
								32-
				105-				
JULY TOTALS	60-			105-		312-		32-
			97-					
		223-						
							284-	
AUGUST TOTALS		223-	97-				284-	
			71-					
							75-	
				82-				
						289-		
SEPTEMBER TOTALS			71-	82-		289-	75-	
3RD QUARTER TOTALS	60-	223-	168-	187-		601-	359-	32-

199 REG. U. S. PAT. OFFICE PUBLISHED BY THE IDEAL SYSTEM CO. LOS ANGELES

THE IDEAL SYSTEM REG. U. S. PAT. OFFICE MADE IN U.S.A.

PERSONAL EXPENSES

IDEAL SYSTEM - FORM 648 (8 COLUMNS)

DATE		TOTAL	REC. & PLEASURE	MEDICAL	LOAN PAYMENT (PRIN)	INT. PAID	GIFTS & SPECIAL	FOOD & MEALS
10-3		36-					36-	
10-4		193-		193-				
10-5		142-						142-
10-7		130-			116-	14-		
10-10		147-						
	OCTOBER TOTALS	648-		193-	116-	14-	36-	142-
11-6		281-						
11-10		130-			117-	13-		
11-14		97-					97-	
11-17		105-	105-					
11-19		121-						121-
11-27		55-						
	NOVEMBER TOTALS	789-	105-		117-	13-	97-	121-
12-5		156-					156-	
12-13		130-			119-	11-		
12-17		145-						145-
12-21		87-						
12-22		103-						
	DECEMBER TOTALS	621-			119-	11-	156-	145-
	4TH QUARTER TOTALS	2058-	105-	193-	352-	38-	289-	408-
	TOTAL YEAR EXPENSES	9635-	752-	816-	1329-	231-	361-	1391-

THE IDEAL SYSTEM 200 REG. U.S. PAT. OFFICE PUBLISHED BY THE IDEAL SYSTEM CO. LOS ANGELES

PERSONAL EXPENSES

	DONATION & CHURCH	INSURANCE	AUTO EXP.	CLOTHING	TAXES PAID	FURN. & FIX.	EDUCATION	MISC.
			147-					
OCTOBER TOTALS			147-					
		281-						
	55-							
NOVEMBER TOTALS	55-	281-						
				87-				
			103-					
DECEMBER TOTALS			103-	87-				
4TH QUARTER TOTALS	55-	281-	250-	87-				
TOTAL YEAR EXPENSES	341-	1007-	543-	459-	913-	796-	639-	57-

THE IDEAL SYSTEM REG. U.S. PAT. OFFICE MADE IN U.S.A.

PERSONAL ASSETS & LIABILITIES

ASSETS	JAN. 1	DEC. 31
CASH SURRENDER - INS.	760 -	820 -
SAVINGS ACCOUNT	375 -	1132 -
CASH IN BANK	350 -	711 -
HOUSEHOLD GOODS	3500 -	4300 -
CLOTHING & JEWELRY	750 -	900 -
FAMILY AUTO	2700 -	2100 -
SNOWMOBILE	700 -	600 -
OTHER PERSONAL ASSETS	2800 -	2150 -
DWELLING	15860 -	15860 -
TOTAL ASSETS	27795 -	28573 -
LIABILITIES		
PEOPLES STATE BANK	1966 -	637 -

Key to the Data Forms for the Small Business Accounting and Business Analysis Problem

SMALL BUSINESS ANALYSIS
UNIVERSITY OF MINNESOTA
[illegible] PROJECT V357013

COMPUTER DATA SHEET
FORM I
1976

INVENTORY AND PERSONAL

IDENTIFICATION CODE 2 3 0 0 0 0 0 0 0 1
OPERATORS NAME AL BROWN
BUSINESS NAME BROWN FURNITURE
SCHOOL U OF M
CITY ST. PAUL
STATE MINNESATA
SUBMISSION DATE 3-25-76
INSTRUCTOR
BUSINESS YEAR 1-1-75 TO 12-31-75

DESCRIPTION	CODE	BUSINESS BEGINNING A	BUSINESS ENDING B	PERSONAL BEGINNING C	PERSONAL ENDING D
ASSETS					
CASH - BANK	101	2925	32821	725	1843
CASH - PETTY	102				
ACCT. REC. CONTROL	108				
ACCT. REC. 0-30 DAYS	109	802	870		
ACCT. REC. 30-60 DAYS	110	105	2489		
ACCT. REC. 60-90 DAYS	111	43	202		
ACCT. REC. > 90 DAYS	112	-	884		
ALLOW. BAD DEBTS	114				
NOTES RECEIVABLE	115				
OPEN LIFE INSURANCE	116			760	820
PREPAID INSURANCE	161				
PREPAID TAXES	162				
OPEN	163				
LAND	181	3000	3000		
BUILDINGS	182	37000	37000	15860	15860
ACCUM. DEPR.-BUILDINGS	183	14800	16280		
EQUIP. & FIXTURES	184	7800	7800	7750	7950
ACCUM. DEPR.-E. & F.	185	4453	5097		
VEHICLES	186	7600	5900	2540	8100
ACCUM. DEPR.-VEHICLES	187	5300	1930		
LIABILITIES					
ACCT. PAYABLE CONTROL	208	3027			
ACCT. PAY. 0-30 DAYS	209		-		
ACCT. PAY. 30-60 DAYS	210		2536		
ACCT. PAY. 60-90 DAYS	211				
ACCT. PAY. > 90 DAYS	212				
NOTES PAYABLE-BANK	216	4187	11237		
NOTES PAYABLE-OTHER	217				
INTEREST PAYABLE	218				
OPEN	219				
FED. & FICA PAYABLE	220	800	800		
STATE WITH. PAYABLE	221				
FED. UNEMP. PAYABLE	222				
STATE UNEMP. PAYABLE	223				
SALES TAX PAYABLE	224				
PROPERTY TAX PAYABLE	225				
OPEN	226				
MORTGAGE PAYABLE	261	29873	26473		
INTERMEDIATE LOANS	262			1966	637
OPEN	263				
CAPITAL ACCT.-OWNER	310	16445	26445		
CAPITAL ACCT.-OTHER	311				
CAPITAL ACCT.-OTHER	312				
DRAW ACCOUNT	320	10000	9550		
FED. & STATE EST. TAX	321				
NET PROFIT - PRIOR YEAR	39[illegible]	20000			

PERSONAL EXPENSES	CODE	A TOTAL PERSONAL	B BUSINESS
HEAT	813	291	
ELECTRICITY	814	158	
WATER	815	-	
TELEPHONE	816	71	
INSURANCE	817	1007	
INTEREST	818	231	
REPAIRS & MAINT.-LAND	819		
REPAIRS & MAINT.-HOME	820		
REPAIRS & MAINT.-E. & F.	821		
REPAIRS & MAINT.-VEHICLES	822		
GAS, OIL & GREASE	823	543	
LEGAL & ACCOUNTING	824		
PROPERTY TAXES	825		
CONTRIBUTIONS	826	341	
ENTERTAINMENT	829		
DUES & SUBSCRIPTIONS	830		
LICENSES	831		
TRAVEL & RECREATION	832	752	
RENT	839		
MISCELLANEOUS	841	1331	
POSTAGE	843		
SUPPLIES	850		
CHURCH	860		
MEDICAL EXPENSES	862	816	
FOOD & MEALS	864	1391	
CLOTHING	866	459	
EDUCATION	868	639	
FAMILY USE OF GOODS & SERVICES	870		
TOTAL MONEY BORROWED	076		15000
TOTAL PAID ON DEBTS - PRIN.	078	1329	11150
TOTAL NON-BUSINESS INCOME	088	2350	
NUMBER OF PERSONS PER FAMILY	090	5	
ADULT EQUIVALENTS PER FAMILY	095	4.5	

ASSET TRANSACTIONS		PERSONAL	B BUSINESS
SALES OF LAND	710	3000	
COST OF LAND SOLD	715	650	
SALES OF BUILDINGS	720		
COST OF BUILDINGS SOLD	725		
SALES OF EQUIP. & FIX.	730		
COST OF E. & F. SOLD	735		
SALES OF VEHICLES	740		845
COST OF VEHICLES SOLD	745		300
PURCHASES OF LAND	760		
PURCH. OF BUILDINGS	770		
PURCH. OF EQUIP. & FIX.	780	796	
PURCH. OF VEHICLES	790		2900

MEMBERS OF THE FAMILY	PER PERSON	NO. OF PERSONS	ADULT EQUIV.
CHILD UNDER 7 YEARS	.4		
CHILD FROM 7 TO 12 YEARS	.6		
WOMAN 13 YEARS AND OLDER	.8	2	1.6
BOY 13 TO 18 YEARS	.9	1	.9
MAN 19 YEARS AND OLDER	1.0	2	2.0
TOTAL		5	4.5

DEPARTMENTAL CODES

FORM 2A 1. BEDROOM
2. LIVING ROOM + DINING ROOM
3. KITCHEN
4. MISCELLANEOUS
5. USED
FORM 2B 6. TRUCK (SERVICE)
7.
8.
9.
10.

SMALL BUSINESS ANALYSIS
UNIVERSITY OF MINNESOTA
USOE PROJECT V357013

COMPUTER DATA SHEET
FORM 2A
1976

INCOME AND EXPENSES

I.D. CODE 2 3 0 0 0 0 0 0 0 1

BUSINESS NAME BROWN FURNITURE

	CODE	A BUSINESS TOTAL	B DEPT. 1	C DEPT. 2	D DEPT. 3	E DEPT. 4	F DEPT. 5
BEGINNING INVENTORIES							
MERCHANDISE INV.	121	29610	5600	8100	9150	6210	2550
SECONDARY INV.	141						
SALES & REVENUES							
MERCHANDISE	421	151567	34850	32695	32396	37449	14635
SECONDARY MDSE.	441						
LABOR-CUSTOMER	460	1686					
LABOR-OUTSIDE (SUBLET)	461						
LABOR-INTERNAL	462						
LABOR-WARRANTY	463						
PARTS-INTERNAL	472						
PARTS-WARRANTY	473						
INTEREST INCOME	480						
RENTAL INCOME	481	600	200	200	200		
ROYALTIES INCOME	482						
PURCHASE DISCOUNTS	490						
VOLUME DISCOUNTS	491						
OTHER	492						
PURCHASES							
MERCHANDISE	521	89093	20361	21355	16602	20995	4445
SECONDARY MDSE.	541						
FREIGHT-IN COSTS	550	1215	194	315	194	195	315
PRODUCTION COST-SUBLET LABOR	561						
PRODUCTION COST-LABOR	570						
NUMBER OF FULL-TIME WORKERS	052	3					
HOURS OF LABOR FOR F-T	054	4000	800	800	800	800	600
NUMBER OF PART-TIME WORKERS	056	1					
HOURS OF LABOR FOR P-T	058	500	100	100	100	100	75
HOURS OF UNPAID FAMILY LABOR	060	500	100	100	100	100	75
VALUE OF UNPAID FAMILY LABOR	062	$ 1000	200	200	200	200	150
HOURS WORKED BY OPERATOR	064	2000	400	400	400	400	300
HOURS WORKED BY PARTNERS	066						
VALUE OF PARTNERS LABOR	068						
PERCENTAGE ALLOCATIONS							
TOTAL HOURS OF LABOR	080	100 %					
TOTAL INVESTMENT	082	100 %	15	25	15	15	25
TOTAL EXPENSES	084	100 %					

	CODE	A BUSINESS TOTAL	B DEPT. 1	C DEPT. 2	D DEPT. 3	E DEPT. 4	F DEPT. 5
ENDING INVENTORIES							
MERCHANDISE INV. (121)	131	23525	4400	10950	3575	2415	1785
SECONDARY INV. (141)	151						
EXPENSES							
PAID FAMILY LABOR	609	500	100	100	100	100	75
SALARIES & WAGES	610	13770	2754	2754	2754	2754	2665
PAYROLL TAXES	611	1388	278	278	278	278	248
ADVERTISING	612	600	90	150	90	90	150
HEAT	613	674	102	170	102	102	170
ELECTRICITY	614	369	55	92	55	56	92
WATER	615						
TELEPHONE	616	165	25	41	25	25	41
INSURANCE	617	850	128	212	128	128	212
INTEREST	618	1456	153	248	153	153	249
REPAIRS & MAINT.-LAND	619	164	20	35	21	21	35
REPAIRS & MAINT.-BUILDINGS	620	907	156	227	156	156	227
REPAIRS & MAINT.-EQUIP. & FIX.	621	185	34	42	34	34	[illegible]
REPAIRS & MAINT.-VEHICLES	622	985					
GAS, OIL & GREASE	623	1037					
LEGAL & ACCOUNTING	624	283	42	71	42	42	71
PROPERTY TAXES	625	1660	250	416	250	249	416
CHARITABLE CONTRIBUTIONS	626						
SHOP EXPENSE	627						
OFFICE EXPENSE	628						
ENTERTAINMENT & PROMOTION	629						
DUES & SUBSCRIPTIONS	630						
LICENSES	631	195					
TRAVEL & CONVENTIONS	632						
POLICY ADJUSTMENT	633						
DEPRECIATION EXPENSE-CONTROL	634						
DEPRECIATION-BUILDINGS	635	1418	222	370	222	222	370
DEPRECIATION-EQUIP. & FIX.	636	644	129	129	129	129	128
DEPRECIATION-VEHICLES	637	930					
BAD DEBTS	638						
RENT	639	1500	240	390	240	240	390
CASH SHORT/LONG	640						
MISCELLANEOUS EXPENSE	641						
DELIVERY EXPENSE	642						
POSTAGE	643						
SELLING EXPENSE	644						
EMPLOYEE BENEFITS	645						
TRASH & GARBAGE REMOVAL	646						
BREAKAGE & SPOILAGE	647						
COLLECTION EXPENSE	648						
BANK CHARGES	649						
SUPPLIES	650	218	35	56	35	35	57
OPEN	651						
OPEN	652						
OPEN	653						
OPEN	654						

SMALL BUSINESS ANALYSIS
UNIVERSITY OF MINNESOTA
USOE PROJECT V357013

COMPUTER DATA SHEET
FORM 2B
1976

INCOME AND EXPENSES

I.D. CODE 2 3 0 0 0 0 0 0 0 1
BUSINESS NAME BRAWN FARNITURE

	CODE	SUBTOTAL 6-10	DEPT. 6	DEPT. 7	DEPT. 8	DEPT. 9	DEPT. 10
BEG. INV.							
	121						
	141						
SALES							
	421						
	441						
	460	1696	1696				
	461						
	462						
	463						
	472						
	473						
	480						
	481						
	482						
	490						
	491						
	492						
PURCHASES							
	521						
	541						
	550						
	560						
	561						
	570						
OTHER							
	052						
	054	200	200				
	056						
	058	25	25				
	060	25	25				
	062	$ 50	50				
	064	100	100				
	066						
	068						
% ALLOCATION							
	080						
	082	5	5				
	084						

	CODE	SUBTOTAL 6-10	DEPT. 6	DEPT. 7	DEPT. 8	DEPT. 9	DEPT. 10
END. INV.							
(121)	131						
(141)	151						
EXPENSES							
	609	25	25				
	610	689	689				
	611	69	69				
	612	30	34				
	613	34	34				
	614	19	19				
	615						
	616	8	8				
	617	42	42				
	618	500	500				
	619	7	7				
	620	45	45				
	621	5	5				
	622	385	385				
	623	1037	1037				
	624	15	15				
	625	83	83				
	626						
	627						
	628						
	629						
	630						
	631	193	193				
	632						
	633						
	634						
	635	74	74				
	636						
	637	930	930				
	638						
	639						
	640						
	641						
	642						
	643						
	644						
	645						
	646						
	647						
	648						
	649						
	650						
	651						
	652						
	653						
	654						

Supplementary Data Form
F 10, 1976

SMALL BUSINESS ANALYSIS
University of Minnesota
USOE Project 0733-5606

Name of business *Brown Furniture*

Address *Anoka, Minnesota 55303* Phone *612-1222*

What year did you start your current business as a lessee? ____ As an owner? *1965*

School were enrolled *Anoka* Instructor *Olson*

I. Members of family living at home during the year

		Age	Years of School Completed	Months Devoted to Business
Operator	*Al Brown*	*41*	*11*	*12*
Spouse	*Debra Brown*	*40*	*12*	*3*
Other	*Dan Brown*	*19*	*13*	*2*
Family	*Gloria Brown*	*16*	*11*	*0*
Members	*Marc Brown*	*12*	*6*	*0*

II. Prior Year Business Data

Note: The following information refers to the year prior to the first SBM analysis you received. If this is your first analysis it will refer to your 1974 business year data. If this is your second analysis it refers to your 1973 business year.

A. Was there any substantial change in the manner of determining quantities, costs, or valuations between opening and closing inventory during the prior business year? (See Note above.) ____ Yes *X* No. If "Yes", describe change.

B. Net profit or (loss) from business in prior business year (See Note above) as shown on line 21 of Schedule C. $ *20,000* .

III. Program Data

A. Approximate number of miles you travel (round trip) to SBM Class. *40* miles.

B. Number of SBM Classes attended in 1974 *10* and 1975 *11* .

Minnesota Small Business Management Project

University of Minnesota

Code No. ____________________

School ____________________

Instructor ____________________

Form	Line	Column	Check to Delete	Correct Figure or Description of Change

Analysis of Brown Furniture Company for Small Business Accounting and Business Analysis Problem

BUSINESS NAME Brown Furniture

OPERATORS NAME Al Brown

DATE 3-25-76

YEAR 1-1-75 TO 12-31-75

TABLE 1. SUMMARY OF BUSINESS INVENTORIES

CODE NO. 23-00-000-001

475.	GROSS INCOME-SALES AND SERVICES			$ 153203
A.	GROSS EXPENSES (NOT INCLUDING OPERATOR LABOR)			$ 121740
699.	NET OPERATING INCOME OR PROFIT			$ 31463
B.	NUMBER OF WORKERS REQUIRED (ACTUAL)	FULL TIME	3	
		PART TIME	1	
C.	NUMBER OF WORKERS REQUIRED (EQUIVALENT)		3.5	
D.	NET RETURN PER WORKER EQUIVALENT			$ 13463
E.	CAPITAL INVESTMENT PER WORKER EQUIVALENT			$ 22074
F.	ASSETS	BEGINNING	ENDING	
121.	MERCHANDISE HELD FOR RESALE	$ 29610	$ 22525	
181.	BARE LAND	$ 3000	$ 3000	
182.	BUILDINGS	$ 22200	$ 20720	
184.	EQUIPMENT & FIXTURES	$ 3347	$ 2703	
186.	VEHICLES	$ 2300	$ 3970	
G.	TOTAL NON-CASH ASSETS	$ 60457	$ 52918	
H.	INCREASE OR DECREASE IN NON-CASH ASSETS		(-)	$ (7539)

BUSINESS NAME Brown Furniture

TABLE 2. INCOME AND EXPENSE STATEMENT

CODE NO. 23-00-000-001

400.	INCOME	
421.	SALES OF GOODS & SERVICES	153203
870.	FAMILY USE OF GOODS & SERVICES	--
A.	TOTAL GOODS & SERVICES	153203
749.	SALES OF ASSETS	845
B.	TOTAL OTHER BUSINESS INCOME	600
C.	INCREASE IN NON-CASH ASSETS	--
D.	TOTAL INCOME	154648
600.	EXPENDITURES	
521.	MDSE. PURCHASED FOR RESALE	85311
609.	PAID FAMILY WAGES	500
610.	SALARIES & WAGES	13770
611.	PAYROLL TAXES	1388
612.	ADVERTISING	600
613.	HEAT & ELECTRICITY	1049
615.	WATER & TELEPHONE	165
617.	INSURANCE	850
619.	REPAIRS & MAINTENANCE - LAND	140
620.	REPAIRS & MAINTENANCE - BUILDINGS	907
621.	REPAIRS & MAINTENANCE - EQUIPMENT & FIXTURES	185
622.	REPAIRS & MAINTENANCE - VEHICLES	385
623.	GAS, OIL & GREASE	1037
624.	LEGAL & ACCOUNTING	283
625.	PROPERTY TAXES	1664
626.	CONTRIBUTIONS & DONATIONS	--
627.	SHOP & OFFICE EXPENSE	--
629.	ENTERTAINMENT, DUES & TRAVEL	--
631.	LICENSES	193
638.	BAD DEBTS	--
639.	RENT	1500
641.	MISCELLANEOUS & OTHER EXPENSES	--
642.	DELIVERY & POSTAGE	--
644.	SELLING EXPENSES	--
645.	EMPLOYEE BENEFITS	--
646.	TRASH & BREAKAGE	--
648.	COLLECTION & BANK CHARGES	--
650.	SUPPLIES	218
E.	TOTAL EXPENSES	110145
750.	PURCHASES OF ASSETS	
760.	BARE LAND	--
770.	BUILDINGS	--
780.	EQUIPMENT & FIXTURES	--
790.	VEHICLES	2900
F.	DECREASE IN NON-CASH ASSETS	7539
G.	INTEREST ON INVESTMENT (6%)	3401
062.	UNPAID FAMILY LABOR	1000
H.	TOTAL EXPENDITURES	124985
RLM.	RETURN TO OPERATORS LABOR & MANAGEMENT	29663
CLM.	RETURN TO CAPITAL, FAMILY LABOR & MANAGEMENT	32608

BUSINESS NAME Brown Furniture

TABLE 2.1 INCOME AND EXPENSE STATEMENT - BUSINESS ONLY

CODE NO. 23-00-000-001

400.	INCOME		
421.	MERCHANDISE SALES		151507
441.	SECONDARY SALES		--
460.	CUSTOMER LABOR		1696
461.	OUTSIDE LABOR		--
462.	INTERNAL LABOR		--
463.	WARRANTY LABOR		--
472.	INTERNAL PARTS		--
473.	WARRANTY PARTS		--
475.	NET SALES OF GOODS & SERVICES		153203
500.	COST OF GOODS OR SERVICES SOLD		
121.	BEGINNING INVENTORY	29610	
521.	MDSE. PURCHASED	84098	
541.	SECONDARY PURCHASES	--	
550.	FREIGHT IN COSTS	1213	
561.	SUBLET LABOR	--	
570.	COST OF LABOR	--	
A.	GOODS OR SERVICES AVAILABLE	114921	
121.	ENDING INVENTORY	22525	
598.	COST OF GOODS OR SERVICES SOLD		92396
599.	GROSS PROFIT FROM SALES		60807
600.	EXPENSES		
609.	PAID FAMILY LABOR	500	
610.	SALARIES & WAGES	13770	
611.	PAYROLL TAXES	1388	
612.	ADVERTISING	600	
613.	HEAT	680	
614.	ELECTRICITY	369	
615.	WATER	--	
616.	TELEPHONE	165	
617.	INSURANCE	850	
618.	INTEREST	1456	
619.	REPAIR & MAINT. - LAND	140	
620.	REPAIR & MAINT. - BUILDINGS	907	
621.	REPAIR & MAINT. - EQUIPMENT & FIX.	185	
622.	REPAIR & MAINT. - VEHICLES	385	
623.	GAS, OIL & GREASE	1037	
624.	LEGAL & ACCOUNTING	283	
625.	PROPERTY TAXES	1664	
626.	CONTRIBUTIONS & DONATIONS	--	
627.	SHOP EXPENSE	--	
628.	OFFICE EXPENSE	--	
629.	ENTERTAINMENT & PROMOTION	--	
630.	DUES & SUBSCRIPTIONS	--	
631.	LICENSES	193	

BUSINESS NAME Brown Furniture

TABLE 2.1 CONTINUED

CODE NO. 23-00-000-001

632.	TRAVEL & CONVENTION		--	
633.	POLICY ADJUSTMENT		--	
635.	DEPRECIATION - BUILDINGS	1480		
636.	DEPRECIATION - EQUIP. & FIX.	644		
637.	DEPRECIATION - VEHICLES	930		
634.	DEPRECIATION TOTAL		3054	
638.	BAD DEBTS		--	
639.	RENT		1500	
640.	CASH SHORT/LONG		--	
641.	MISCELLANEOUS		--	
642.	DELIVERY		--	
643.	POSTAGE		--	
644.	SELLING EXPENSE		--	
645.	EMPLOYEE BENEFITS		--	
646.	TRASH & GARBAGE REMOVAL		--	
647.	BREAKAGE & SPOILAGE		--	
648.	COLLECTION EXPENSE		--	
649.	BANK CHARGES		--	
650.	SUPPLIES		218	
651.	OPEN ACCOUNT		--	
652.	OPEN ACCOUNT		--	
653.	OPEN ACCOUNT		--	
654.	OPEN ACCOUNT		--	
698.	TOTAL EXPENSES & DEDUCTIONS			29344
699.	NET OPERATING PROFIT			31463
B.	OTHER BUSINESS INCOME			
480.	INTEREST INCOME			600
481.	RENTAL INCOME			--
482.	ROYALTIES INCOME			--
490.	PURCHASE DISCOUNTS			--
491.	VOLUME DISCOUNTS			--
492.	OTHER			545
397.	NET PROFIT			32608

SIGNATURE ______________________

BUSINESS NAME Brown Furniture

TABLE 3. SUMMARY OF GROSS MARGINS AND NET DECREASE

CODE NO. 23-00-000-001

A.	DEPARTMENTAL GROSS MARGINS	
599.01	DEPARTMENT 1	13195
599.02	DEPARTMENT 2	12773
599.03	DEPARTMENT 3	11859
599.04	DEPARTMENT 4	12124
599.05	DEPARTMENT 5	9160
599.06	DEPARTMENT 6	1696
599.07	DEPARTMENT 7	--
599.08	DEPARTMENT 8	--
599.09	DEPARTMENT 9	--
599.10	DEPARTMENT 10	--
599.	TOTAL OF DEPARTMENTAL GROSS MARGINS	60807
480.	OTHER BUSINESS INCOME	600
B.	TOTAL RETURNS AND NET INCREASES	61407
C.	EXPENSES AND NET DECREASES	
181.	LAND	140
182.	BUILDINGS	2387
184.	EQUIPMENT & FIXTURES	829
186.	VEHICLES	1807
605.	LABOR COSTS	16658
612.	ADVERTISING	600
613.	UTILITIES	1214
617.	INSURANCE	850
624.	LEGAL & ACCOUNTING	283
625.	TAXES & LICENSES	1857
626.	CONTRIBUTIONS & DONATIONS	--
627.	SHOP & OFFICE EXPENSE	--
629.	ENTERTAINMENT, DUES & TRAVEL	--
638.	BAD DEBTS	--
639.	RENT PAID	1500
641.	MISCELLANEOUS & OTHER EXPENSES	--
642.	DELIVERY & POSTAGE	--
644.	SELLING EXPENSE	--
646.	TRASH & BREAKAGE	--
648.	COLLECTION & BANK CHARGES	--
650.	SUPPLIES	218
D.	INTEREST ON NON-CASH INVESTMENT (6%)	3401
E.	TOTAL EXPENSES AND NET DECREASES	31744
RLM.	RETURN TO OPERATORS LABOR & MANAGEMENT	29663

BUSINESS NAME Brown Furniture

TABLE 4. BALANCE SHEET - BUSINESS ONLY

CODE NO. 23-00-000-001

		(A)	(B)	(C)	(D)
			BEGINNING		ENDING
A.	ASSETS				
100.	CURRENT ASSETS:				
101.	CASH IN BANK		2925		32821
102.	CASH - PETTY		--		--
109.	ACCOUNTS REC. 0-30	802		870	
110.	ACCOUNTS REC. 30-60	105		2489	
111.	ACCOUNTS REC. 60-90	43		202	
112.	ACCOUNTS REC. 90	-		884	
108.	TOTAL A/R	950		4445	
114.	ALL. FOR BAD DEBTS	-		-	
B.	NET A/R		950		4445
115.	NOTES RECEIVABLE		--		--
116.	OPEN		--		--
121.	MDSE. INVENTORY		29610		22525
141.	SECONDARY MDSE. INV.		--		--
161.	PREPAID INSURANCE		--		--
162.	PREPAID TAXES		--		--
163.	OPEN		--		--
179.	TOTAL CURRENT ASSETS		33485		59791
180.	FIXED ASSETS:		REMAINING VALUE		REMAINING VALUE
181.	BARE LAND		3000		3000
182.	BUILDINGS	37000		37000	
183.	ACCUM. DEPR. BLDGS	14800	22200	16280	20720
184.	EQUIP. & FIXTURES	7800		7800	
185.	ACCUM. DEPR.-E & F	4453	3347	5097	2703
186.	VEHICLES	7600		5400	
187.	ACCUM DEPR-VEHICLES	5300	2300	1430	3970
190.	TOTAL FIXED ASSETS		30847		30393
199.	TOTAL ASSETS		64332		90184

300

TABLE 4. CONTINUED

CODE NO. 23-00-000-001

		(A)	(B) BEGINNING	(C)	(D) ENDING
C.	LIABILITIES				
200.	CURRENT LIABILITIES:				
209.	ACCT. PAY. 0-30	--		--	
210.	ACCT. PAY. 30-60	--		2536	
211.	ACCT. PAY. 60-90	--		--	
212.	ACCT. PAY. 90	--		--	
208.	TOTAL A/P		3027		2536
216.	NOTES PAY.-BANK		4187		11437
217.	NOTES PAY.-OTHER		--		--
218.	ACCRUED INTEREST		--		--
219.	OPEN		--		--
220.	FED. & FICA PAY.		800		800
221.	STATE WITH. PAY.		--		--
222.	FED. UNEMP. PAY.		--		--
223.	STATE UNEMP. PAY.		--		--
224.	STATE SALES TAX PAY.		--		--
225.	PROPERTY TAX PAY.		--		--
226.	OPEN		--		--
250.	TOTAL CURR. LIAB.		8014		14773
260.	LONG-TERM LIABILITIES:				
261.	MORTGAGE PAY.		29873		26473
262.	INTERMED. LOANS		--		--
263.	OPEN		--		--
295.	TOTAL LONG-TERM LIAB.		29873		26473
299.	TOTAL LIABILITIES		37887		41246
300.	OWNERS EQUITY				
310.	CAPITAL ACCT. - OWNER		16445		26445
311.	CAPITAL ACCT. - OTHER		--		--
312.	CAPITAL ACCT. - OTHER		--		--
320.	DRAW ACCT.		10000		9550
321.	FED. & STATE EST. TAX		--		[illegible]
396.	SUSPENSE		--		(565)
397.	NET PROFIT		20000		32608
379.	TOTAL EQUITY		26445		48938
390.	TOTAL LIAB. EQUITY		64332		90184
D.	GAIN OR LOSS IN OWNERS EQUITY				22493
E.	RATIO - CURRENT ASSETS/CURR. LIAB.		4.18		4.05
F.	RATIO - CURRENT LIAB./INVENTORY		.27		.66
G.	RATIO - FIXED ASSETS/OWNERS EQUITY		1.17		.62
H.	RATIO - LAND & BLDGS/L-T LIAB.		.84		.90
I.	RATIO - TOTAL ASSETS/TOTAL LIAB.		1.70		2.19
J.	RATIO - TOTAL ASSETS/OWNERS EQUITY		2.43		1.84
K.	QUICK RATIO-CASH, A/R, ETC./CURR. LIAB.		.48		2.52

301

SIGNATURE ____________________

BUSINESS NAME Brown Furniture

TABLE 5. NET WORTH

CODE NO. 23-00-000-001

A.	BUSINESS ASSETS		
101.	CASH ON HAND & IN BANK (BUSINESS ONLY)	2925	32821
108.	TOTAL ACCOUNTS RECEIVABLE	950	4445
115.	NOTES RECEIVABLE	--	--
121.	MERCHANDISE INVENTORY	29610	22525
161.	OTHER CURRENT ASSETS	--	--
181.	BARE LAND	3000	3000
182.	BUILDINGS	22200	20720
184.	EQUIPMENT & FIXTURES	3347	2703
186.	VEHICLES	2300	3970
199.	TOTAL BUSINESS ASSETS	64332	90184
B.	PERSONAL ASSETS		
C.	LAND & BLDGS.	15860	15860
D.	OTHER NON-BUSINESS ASSETS	11935	12713
E.	TOTAL ASSETS	92127	118757
F.	BUSINESS LIABILITIES		
250.	CURRENT LIABILITIES	8014	14773
295.	LONG-TERM LIABILITIES	29873	26473
299.	TOTAL BUSINESS LIABILITIES	37887	41246
G.	PERSONAL LIABILITIES	1966	637
H.	TOTAL LIABILITIES	39853	41883
I.	TOTAL NET WORTH (BUSINESS & PERSONAL)	52274	76874
J.	CHANGE IN TOTAL NET WORTH		24600
RLM.	RETURN TO OPERATORS LABOR & MANAGEMENT		29663
CLM.	RETURN TO CAPITAL, FAMILY, LABOR & MANAGEMENT		32608
088.	NON-BUSINESS INCOME		2350
070.	TOTAL MONEY BORROWED (BUSINESS & PERSONAL)		15000
074.	TOTAL PAID ON DEBT (PRINCIPAL ONLY-BUSINESS & PERSONAL)		12479
K.	TOTAL HOUSEHOLD AND PERSONAL CASH EXPENSE		8826

BUSINESS NAME Brown Furniture

TABLE 6. HOUSEHOLD AND PERSONAL EXPENSES

CODE NO. 23-00-000-001

090.	NUMBER OF PERSONS PER FAMILY	5	
095.	ADULT EQUIVALENTS PER FAMILY	4.5	
800.	EXPENSES		
813.	HEAT		$ 291
814.	ELECTRICITY		158
815.	WATER		
816.	TELEPHONE		71
817.	INSURANCE		1007
818.	INTEREST		231
819.	REPAIRS & MAINT. - LAND		--
820.	REPAIRS & MAINT. - BUILDINGS		--
821.	REPAIRS & MAINT. - EQUIPMENT & FURNISHINGS		--
822.	REPAIRS & MAINT. - VEHICLES		--
823.	GAS, OIL & GREASE		543
824.	LEGAL & ACCOUNTING		--
825.	PROPERTY TAXES		--
826.	CONTRIBUTIONS & DONATIONS		341
829.	ENTERTAINMENT		--
830.	DUES & SUBSCRIPTIONS		--
831.	LICENSES		--
832.	TRAVEL & RECREATION		752
839.	RENT		--
841.	MISCELLANEOUS		1331
843.	POSTAGE		--
850.	SUPPLIES		--
860.	CHURCH		--
862.	MEDICAL EXPENSES		816
864.	FOOD & MEALS		1391
866.	CLOTHING		459
868.	EDUCATION		639
A.	TOTAL CASH LIVING EXPENSES		8030
760.	LAND PURCHASED		--
770.	BUILDINGS PURCHASED		--
780.	EQUIPMENT & FURNISHINGS PURCHASED		796
790.	VEHICLES PURCHASED		--
B.	TOTAL HOUSEHOLD AND PERSONAL CASH EXPENSE		8826
870.	FAMILY USE OF GOODS & SERVICES		--
C.	TOTAL HOUSEHOLD CASH & NON-CASH EXPENSE		8826

BUSINESS NAME Brown Furniture

TABLE 7. MEASURES OF BUSINESS ORGANIZATION AND EFFICIENCY

CODE NO. 23-00-000-001

A.	**BUSINESS SIZE**		
B.	AVERAGE BUSINESS INVESTMENT [(TOTAL ASSETS-BEGINNING + TOTAL ASSETS-END) ÷ 2]		$ 77258
C.	TOTAL GROSS MARGIN (NET SALES MINUS COST OF GOODS SOLD)		60807
D.	YEARLY WORKER EQUIVALENT (2000 HOURS PER WORKER)	3.5	
E.	**LABOR EFFICIENCY**		
F.	GROSS MARGIN PER WORKER (EQUIVALENT)		17373
G.	TOTAL BUSINESS INVESTMENT PER WORKER (EQUIVALENT)		22074
H.	**OVERHEAD**		
I.	TOTAL EXPENSES ÷ $1000 OF GROSS MARGIN		483
J.	TOTAL EXPENSES PER WORKER (EQUIVALENT)		8384
K.	**TURNOVER**		
L.	TOTAL GROSS MARGIN PER $1000 OF AVERAGE BUSINESS INVESTMENT		787
M.	INVENTORY TURNOVER (NET SALES ÷ YEAR END INV.)	6.80	
N.	**CREDIT CONTROL**		
O.	RECEIVABLE TURNOVER (NET SALES ÷ YEAR END A/R)	34.47	
P.	COLLECTION PERIOD [YEAR END A/R ÷ (NET SALES ÷ 360)]		10.45
Q.	**RATIO ANALYSIS**		
R.	NET OPERATING PROFIT TO NET SALES		21%
S.	NET SALES TO OWNERS EQUITY		3.13
T.	NET SALES TO AVERAGE INVENTORY		5.88
U.	NET SALES TO WORKING CAPITAL [NET SALES ÷ (YEAR END CURRENT ASSETS MINUS YEAR END CURRENT LIABILITIES)]		3.40
V.	RETURN PER HOUR ON OPERATOR & UNPAID FAMILY LABOR		$12.27
W.	RETURN ON BUSINESS INVESTMENT (NET OPERATING PROFIT ÷ AVERAGE BUSINESS INVESTMENT)		41%

BUSINESS NAME Brown Furniture
DEPARTMENT Bedroom

TABLE 9.01 DEPARTMENTAL INCOME AND EXPENSE STATEMENT

CODE NO. 23-00-000-001

400.	INCOME		
421.	MERCHANDISE SALES		34850
441.	SECONDARY SALES		-
460.	CUSTOMER LABOR		-
461.	OUTSIDE LABOR		-
462.	INTERNAL LABOR		-
463.	WARRANTY LABOR		-
472.	INTERNAL PARTS		-
473.	WARRANTY PARTS		-
475.	NET SALES OF GOODS & SERVICES		34850
500.	COST OF GOODS OR SERVICES SOLD		
121.	BEGINNING INVENTORY	5600	
521.	MDSE. PURCHASED	20261	
541.	SECONDARY PURCHASES	-	
550.	FREIGHT-IN COSTS	194	
561.	SUBLET LABOR	-	
570.	COST OF LABOR	-	
A.	GOODS OR SERVICES AVAILABLE	26055	
121.	ENDING INVENTORY	4400	
598.	COST OF GOODS OR SERVICES SOLD		21655
599.	GROSS PROFIT FROM SALES		13195
600.	EXPENSES		
609.	PAID FAMILY LABOR	100	
610.	SALARIES & WAGES	2754	
611.	PAYROLL TAXES	278	
612.	ADVERTISING	90	
613.	HEAT	102	
614.	ELECTRICITY	55	
615.	WATER	-	
616.	TELEPHONE	25	
617.	INSURANCE	128	
618.	INTEREST	153	
619.	REPAIR & MAINT. - LAND	20	
620.	REPAIR & MAINT. - BUILDINGS	136	
621.	REPAIR & MAINT. - EQUIPMENT & FIX.	34	
622.	REPAIR & MAINT. - VEHICLES	-	
623.	GAS, OIL & GREASE	-	
624.	LEGAL & ACCOUNTING	42	
625.	PROPERTY TAXES	250	
626.	CONTRIBUTIONS & DONATIONS	-	
627.	SHOP EXPENSE	-	
628.	OFFICE EXPENSE	-	
629.	ENTERTAINMENT & PROMOTION	-	
630.	DUES & SUBCRIPTIONS	-	
631.	LICENSES	-	

BUSINESS NAME Brown Furniture
DEPARTMENT Bedroom

TABLE 9.01 CONTINUED

CODE NO. 23-00-000-001

632.	TRAVEL & CONVENTION		--	
633.	POLICY ADJUSTMENT		--	
635.	DEPRECIATION - BUILDINGS	222		
636.	DEPRECIATION - EQUIP. & FIX.	129		
637.	DEPRECIATION - VEHICLES	-		
634.	DEPRECIATION TOTAL		351	
638.	BAD DEBTS		--	
639.	RENT		240	
640.	CASH SHORT/LONG		--	
641.	MISCELLANEOUS		--	
642.	DELIVERY		--	
643.	POSTAGE		--	
644.	SELLING EXPENSE		--	
645.	EMPLOYEE BENEFITS		--	
646.	TRASH & GARBAGE REMOVAL		--	
647.	BREAKAGE & SPOILAGE		--	
648.	COLLECTION EXPENSE		--	
649.	BANK CHARGES		--	
650.	SUPPLIES		--	
651.	OPEN ACCOUNT		35	
652.	OPEN ACCOUNT		--	
653.	OPEN ACCOUNT		--	
654.	OPEN ACCOUNT		--	
698.	TOTAL EXPENSES & DEDUCTIONS			4793
699.	NET OPERATING PROFIT			8402
B.	OTHER BUSINESS INCOME			
480.	INTEREST INCOME			--
481.	RENTAL INCOME			200
482.	ROYALTIES INCOME			--
490.	PURCHASE DISCOUNTS			--
491.	VOLUME DISCOUNTS			--
492.	OTHER			--
397.	NET PROFIT			8602
C.	SUPPLEMENTARY MANAGEMENT INFORMATION			
D.	TOTAL HOURS OF LABOR REQUIRED			1400
E.	TOTAL INVESTMENT REQUIRED			$11589
F.	DEPARTMENTAL PROFIT PER WORKER UNIT			$12003
G.	DEPARTMENTAL PROFIT PER $1000 INVESTED			$ 725
H.	DEPARTMENTAL PROFIT PER $100 OF TOTAL COST			$ 32
I.	RATIO OF NET PROFIT TO NET SALES			24%

BUSINESS NAME Brown Furniture
DEPARTMENT Living Room & Dining Room

TABLE 9.02 DEPARTMENTAL INCOME AND EXPENSE STATEMENT

CODE NO. 23-00-000-001

400.	INCOME		
421.	MERCHANDISE SALES		32693
441.	SECONDARY SALES		--
460.	CUSTOMER LABOR		--
461.	OUTSIDE LABOR		--
462.	INTERNAL LABOR		--
463.	WARRANTY LABOR		--
472.	INTERNAL PARTS		--
473.	WARRANTY PARTS		32693
475.	NET SALES OF GOODS & SERVICES		
500.	COST OF GOODS OR SERVICES SOLD		
121.	BEGINNING INVENTORY	8100	
521.	MDSE. PURCHASED	21855	
541.	SECONDARY PURCHASES	--	
550.	FREIGHT-IN COSTS	315	
561.	SUBLET LABOR	--	
570.	COST OF LABOR	--	
A.	GOODS OR SERVICES AVAILABLE	30270	
121.	ENDING INVENTORY	10350	
598.	COST OF GOODS OR SERVICES SOLD		19920
599.	GROSS PROFIT FROM SALES		12773
600.	EXPENSES		
609.	PAID FAMILY LABOR	100	
610.	SALARIES & WAGES	2754	
611.	PAYROLL TAXES	278	
612.	ADVERTISING	150	
613.	HEAT	170	
614.	ELECTRICITY	92	
615.	WATER	--	
616.	TELEPHONE	41	
617.	INSURANCE	212	
618.	INTEREST	248	
619.	REPAIR & MAINT. - LAND	35	
620.	REPAIR & MAINT. - BUILDINGS	227	
621.	REPAIR & MAINT. - EQUIPMENT & FIX.	42	
622.	REPAIR & MAINT. - VEHICLES	--	
623.	GAS, OIL & GREASE	--	
624.	LEGAL & ACCOUNTING	71	
625.	PROPERTY TAXES	416	
626.	CONTRIBUTIONS & DONATIONS	--	
627.	SHOP EXPENSE	--	
628.	OFFICE EXPENSE	--	
629.	ENTERTAINMENT & PROMOTION	--	
630.	DUES & SUBCRIPTIONS	--	
631.	LICENSES	--	

BUSINESS NAME Brown Furniture
DEPARTMENT Living Room & Dining Room

TABLE 9.02 CONTINUED

CODE NO. 23-00-000-001

632.	TRAVEL & CONVENTION		--	
633.	POLICY ADJUSTMENT		--	
635.	DEPRECIATION - BUILDINGS	370		
636.	DEPRECIATION - EQUIP. & FIX.	129		
637.	DEPRECIATION - VEHICLES	--		
634.	DEPRECIATION TOTAL		499	
638.	BAD DEBTS		--	
639.	RENT		390	
640.	CASH SHORT/LONG		--	
641.	MISCELLANEOUS		--	
642.	DELIVERY		--	
643.	POSTAGE		--	
644.	SELLING EXPENSE		--	
645.	EMPLOYEE BENEFITS		--	
646.	TRASH & GARBAGE REMOVAL		--	
647.	BREAKAGE & SPOILAGE		--	
648.	COLLECTION EXPENSE		--	
649.	BANK CHARGES		--	
650.	SUPPLIES		56	
651.	OPEN ACCOUNT		--	
652.	OPEN ACCOUNT		--	
653.	OPEN ACCOUNT		--	
654.	OPEN ACCOUNT		--	
698.	TOTAL EXPENSES & DEDUCTIONS			5781
699.	NET OPERATING PROFIT			6992
B.	OTHER BUSINESS INCOME			
480.	INTEREST INCOME			--
481.	RENTAL INCOME			200
482.	ROYALTIES INCOME			--
490.	PURCHASE DISCOUNTS			--
491.	VOLUME DISCOUNTS			--
492.	OTHER			--
397.	NET PROFIT			7192
C.	SUPPLEMENTARY MANAGEMENT INFORMATION			
D.	TOTAL HOURS OF LABOR REQUIRED			1400
E.	TOTAL INVESTMENT REQUIRED			$19315
F.	DEPARTMENTAL PROFIT PER WORKER UNIT			$ 9989
G.	DEPARTMENTAL PROFIT PER $1000 INVESTED			362
H.	DEPARTMENTAL PROFIT PER $100 OF TOTAL COST			27
I.	RATIO OF NET PROFIT TO NET SALES			21%

BUSINESS NAME Brown Furniture
DEPARTMENT Kitchen

TABLE 9.03 DEPARTMENTAL INCOME AND EXPENSE STATEMENT

CODE NO. 23-00-000-001

400.	INCOME		
421.	MERCHANDISE SALES		32230
441.	SECONDARY SALES		--
460.	CUSTOMER LABOR		--
461.	OUTSIDE LABOR		--
462.	INTERNAL LABOR		--
463.	WARRANTY LABOR		--
472.	INTERNAL PARTS		--
473.	WARRANTY PARTS		--
475.	NET SALES OF GOODS & SERVICES		32230
500.	COST OF GOODS OR SERVICES SOLD		
121.	BEGINNING INVENTORY	7150	
521.	MDSE. PURCHASED	16602	
541.	SECONDARY PURCHASES	--	
550.	FREIGHT-IN COSTS	194	
561.	SUBLET LABOR	--	
570.	COST OF LABOR	--	
A.	GOODS OR SERVICES AVAILABLE	23946	
121.	ENDING INVENTORY	3575	
598.	COST OF GOODS OR SERVICES SOLD		20371
599.	GROSS PROFIT FROM SALES		11859
600.	EXPENSES		
609.	PAID FAMILY LABOR	100	
610.	SALARIES & WAGES	2754	
611.	PAYROLL TAXES	278	
612.	ADVERTISING	90	
613.	HEAT	102	
614.	ELECTRICITY	55	
615.	WATER	--	
616.	TELEPHONE	25	
617.	INSURANCE	128	
618.	INTEREST	153	
619.	REPAIR & MAINT. - LAND	21	
620.	REPAIR & MAINT. - BUILDINGS	136	
621.	REPAIR & MAINT. - EQUIPMENT & FIX.	34	
622.	REPAIR & MAINT. - VEHICLES	--	
623.	GAS, OIL & GREASE	--	
624.	LEGAL & ACCOUNTING	42	
625.	PROPERTY TAXES	250	
626.	CONTRIBUTIONS & DONATIONS	--	
627.	SHOP EXPENSE	--	
628.	OFFICE EXPENSE	--	
629.	ENTERTAINMENT & PROMOTION	--	
630.	DUES & SUBCRIPTIONS	--	
631.	LICENSES	--	

BUSINESS NAME Brown Furniture
DEPARTMENT Kitchen

TABLE 9.03 CONTINUED

CODE NO. 23-00-000-001

632.	TRAVEL & CONVENTION		--	
633.	POLICY ADJUSTMENT		--	
635.	DEPRECIATION - BUILDINGS	222		
636.	DEPRECIATION - EQUIP. & FIX.	129		
637.	DEPRECIATION - VEHICLES	-		
634.	DEPRECIATION TOTAL		351	
638.	BAD DEBTS		--	
639.	RENT		240	
640.	CASH SHORT/LONG		--	
641.	MISCELLANEOUS		--	
642.	DELIVERY		--	
643.	POSTAGE		--	
644.	SELLING EXPENSE		--	
645.	EMPLOYEE BENEFITS		--	
646.	TRASH & GARBAGE REMOVAL		--	
647.	BREAKAGE & SPOILAGE		--	
648.	COLLECTION EXPENSE		--	
649.	BANK CHARGES		--	
650.	SUPPLIES		35	
651.	OPEN ACCOUNT		--	
652.	OPEN ACCOUNT		--	
653.	OPEN ACCOUNT		--	
654.	OPEN ACCOUNT		--	
698.	TOTAL EXPENSES & DEDUCTIONS			4794
699.	NET OPERATING PROFIT			7065
B.	OTHER BUSINESS INCOME			
480.	INTEREST INCOME			--
481.	RENTAL INCOME			200
482.	ROYALTIES INCOME			--
490.	PURCHASE DISCOUNTS			--
491.	VOLUME DISCOUNTS			--
492.	OTHER			--
397.	NET PROFIT			7265
C.	SUPPLEMENTARY MANAGEMENT INFORMATION			
D.	TOTAL HOURS OF LABOR REQUIRED			1400
E.	TOTAL INVESTMENT REQUIRED			$11589
F.	DEPARTMENTAL PROFIT PER WORKER UNIT			$10093
G.	DEPARTMENTAL PROFIT PER $1000 INVESTED			$ 610
H.	DEPARTMENTAL PROFIT PER $100 OF TOTAL COST			$ 28
I.	RATIO OF NET PROFIT TO NET SALES			22%

BUSINESS NAME Brown Furniture
DEPARTMENT Miscellaneous

TABLE 9.04 DEPARTMENTAL INCOME AND EXPENSE STATEMENT

CODE NO. 23-00-000-001

400.	INCOME		
421.	MERCHANDISE SALES		37049
441.	SECONDARY SALES		--
460.	CUSTOMER LABOR		--
461.	OUTSIDE LABOR		--
462.	INTERNAL LABOR		--
463.	WARRANTY LABOR		--
472.	INTERNAL PARTS		--
473.	WARRANTY PARTS		--
475.	NET SALES OF GOODS & SERVICES		37049
500.	COST OF GOODS OR SERVICES SOLD		
121.	BEGINNING INVENTORY	6210	
521.	MDSE. PURCHASED	20935	
541.	SECONDARY PURCHASES	--	
550.	FREIGHT-IN COSTS	195	
561.	SUBLET LABOR	--	
570.	COST OF LABOR	--	
A.	GOODS OR SERVICES AVAILABLE	27340	
121.	ENDING INVENTORY	2415	
598.	COST OF GOODS OR SERVICES SOLD		24925
599.	GROSS PROFIT FROM SALES		12124
600.	EXPENSES		
609.	PAID FAMILY LABOR	100	
610.	SALARIES & WAGES	2754	
611.	PAYROLL TAXES	278	
612.	ADVERTISING	90	
613.	HEAT	102	
614.	ELECTRICITY	56	
615.	WATER	--	
616.	TELEPHONE	25	
617.	INSURANCE	128	
618.	INTEREST	153	
619.	REPAIR & MAINT. - LAND	21	
620.	REPAIR & MAINT. - BUILDINGS	136	
621.	REPAIR & MAINT. - EQUIPMENT & FIX.	34	
622.	REPAIR & MAINT. - VEHICLES	--	
623.	GAS, OIL & GREASE	--	
624.	LEGAL & ACCOUNTING	42	
625.	PROPERTY TAXES	249	
626.	CONTRIBUTIONS & DONATIONS	--	
627.	SHOP EXPENSE	--	
628.	OFFICE EXPENSE	--	
629.	ENTERTAINMENT & PROMOTION	--	
630.	DUES & SUBCRIPTIONS	--	
631.	LICENSES	--	

BUSINESS NAME Brown Furniture
DEPARTMENT Miscellaneous

TABLE 9.04 CONTINUED

CODE NO. 23-00-000-001

632.	TRAVEL & CONVENTION		--	
633.	POLICY ADJUSTMENT		--	
635.	DEPRECIATION - BUILDINGS	222		
636.	DEPRECIATION - EQUIP. & FIX.	129		
637.	DEPRECIATION - VEHICLES	-		
634.	DEPRECIATION TOTAL		351	
638.	BAD DEBTS		--	
639.	RENT		240	
640.	CASH SHORT/LONG		--	
641.	MISCELLANEOUS		--	
642.	DELIVERY		--	
643.	POSTAGE		--	
644.	SELLING EXPENSE		--	
645.	EMPLOYEE BENEFITS		--	
646.	TRASH & GARBAGE REMOVAL		--	
647.	BREAKAGE & SPOILAGE		--	
648.	COLLECTION EXPENSE		--	
649.	BANK CHARGES		--	
650.	SUPPLIES		35	
651.	OPEN ACCOUNT		--	
652.	OPEN ACCOUNT		--	
653.	OPEN ACCOUNT		--	
654.	OPEN ACCOUNT		--	
698.	TOTAL EXPENSES & DEDUCTIONS			4794
699.	NET OPERATING PROFIT			7330
B.	OTHER BUSINESS INCOME			
480.	INTEREST INCOME			--
481.	RENTAL INCOME			--
482.	ROYALTIES INCOME			--
490.	PURCHASE DISCOUNTS			--
491.	VOLUME DISCOUNTS			--
492.	OTHER			--
397.	NET PROFIT			7330
C.	SUPPLEMENTARY MANAGEMENT INFORMATION			
D.	TOTAL HOURS OF LABOR REQUIRED			1400
E.	TOTAL INVESTMENT REQUIRED			$11589
F.	DEPARTMENTAL PROFIT PER WORKER UNIT			$10471
G.	DEPARTMENTAL PROFIT PER $1000 INVESTED			$ 633
H.	DEPARTMENTAL PROFIT PER $100 OF TOTAL COST			$ 25
I.	RATIO OF NET PROFIT TO NET SALES			20%

BUSINESS NAME Brown Furniture
DEPARTMENT Used

TABLE 9.05 DEPARTMENTAL INCOME AND EXPENSE STATEMENT

CODE NO. 23-00-000-001

400.	INCOME		
421.	MERCHANDISE SALES		14685
441.	SECONDARY SALES		--
460.	CUSTOMER LABOR		--
461.	OUTSIDE LABOR		--
462.	INTERNAL LABOR		--
463.	WARRANTY LABOR		--
472.	INTERNAL PARTS		--
473.	WARRANTY PARTS		--
475.	NET SALES OF GOODS & SERVICES		14685
500.	COST OF GOODS OR SERVICES SOLD		
121.	BEGINNING INVENTORY	2550	
521.	MDSE. PURCHASED	4445	
541.	SECONDARY PURCHASES	--	
550.	FREIGHT-IN COSTS	315	
561.	SUBLET LABOR	--	
570.	COST OF LABOR	--	
A.	GOODS OR SERVICES AVAILABLE	7310	
121.	ENDING INVENTORY	1785	
598.	COST OF GOODS OR SERVICES SOLD		5525
599.	GROSS PROFIT FROM SALES		9160
600.	EXPENSES		
609.	PAID FAMILY LABOR	75	
610.	SALARIES & WAGES	2065	
611.	PAYROLL TAXES	208	
612.	ADVERTISING	150	
613.	HEAT	170	
614.	ELECTRICITY	92	
615.	WATER	-	
616.	TELEPHONE	41	
617.	INSURANCE	212	
618.	INTEREST	249	
619.	REPAIR & MAINT. - LAND	35	
620.	REPAIR & MAINT. - BUILDINGS	227	
621.	REPAIR & MAINT. - EQUIPMENT & FIX.	36	
622.	REPAIR & MAINT. - VEHICLES	-	
623.	GAS, OIL & GREASE	-	
624.	LEGAL & ACCOUNTING	71	
625.	PROPERTY TAXES	416	
626.	CONTRIBUTIONS & DONATIONS	-	
627.	SHOP EXPENSE	-	
628.	OFFICE EXPENSE	-	
629.	ENTERTAINMENT & PROMOTION	-	
630.	DUES & SUBCRIPTIONS	-	
631.	LICENSES	-	

BUSINESS NAME Brown Furniture
DEPARTMENT Used

TABLE 9.05 CONTINUED

CODE NO. 23-00-000-001

632.	TRAVEL & CONVENTION		--	
633.	POLICY ADJUSTMENT		--	
635.	DEPRECIATION - BUILDINGS	370		
636.	DEPRECIATION - EQUIP. & FIX.	128		
637.	DEPRECIATION - VEHICLES	-		
634.	DEPRECIATION TOTAL		498	
638.	BAD DEBTS		--	
639.	RENT		390	
640.	CASH SHORT/LONG		--	
641.	MISCELLANEOUS		--	
642.	DELIVERY		--	
643.	POSTAGE		--	
644.	SELLING EXPENSE		--	
645.	EMPLOYEE BENEFITS		--	
646.	TRASH & GARBAGE REMOVAL		--	
647.	BREAKAGE & SPOILAGE		--	
648.	COLLECTION EXPENSE		--	
649.	BANK CHARGES		--	
650.	SUPPLIES		57	
651.	OPEN ACCOUNT		--	
652.	OPEN ACCOUNT		--	
653.	OPEN ACCOUNT		--	
654.	OPEN ACCOUNT		--	
698.	TOTAL EXPENSES & DEDUCTIONS			4992
699.	NET OPERATING PROFIT			4168
B.	OTHER BUSINESS INCOME			
480.	INTEREST INCOME			--
481.	RENTAL INCOME			--
482.	ROYALTIES INCOME			--
490.	PURCHASE DISCOUNTS			--
491.	VOLUME DISCOUNTS			--
492.	OTHER			--
397.	NET PROFIT			4168
C.	SUPPLEMENTARY MANAGEMENT INFORMATION			
D.	TOTAL HOURS OF LABOR REQUIRED			1050
E.	TOTAL INVESTMENT REQUIRED			$19315
F.	DEPARTMENTAL PROFIT PER WORKER UNIT			$ 7864
G.	DEPARTMENTAL PROFIT PER $1000 INVESTED			$ 216
H.	DEPARTMENTAL PROFIT PER $100 OF TOTAL COST			$ 40
I.	RATIO OF NET PROFIT TO NET SALES			28%

BUSINESS NAME Brown Furniture
DEPARTMENT Truck (Service)

TABLE 9.06 DEPARTMENTAL INCOME AND EXPENSE STATEMENT

CODE NO. 23-00-000-001

400.	INCOME		
421.	MERCHANDISE SALES		--
441.	SECONDARY SALES		--
460.	CUSTOMER LABOR		1696
461.	OUTSIDE LABOR		--
462.	INTERNAL LABOR		--
463.	WARRANTY LABOR		--
472.	INTERNAL PARTS		--
473.	WARRANTY PARTS		--
475.	NET SALES OF GOODS & SERVICES		1696
500.	COST OF GOODS OR SERVICES SOLD		
121.	BEGINNING INVENTORY	--	
521.	MDSE. PURCHASED	--	
541.	SECONDARY PURCHASES	--	
550.	FREIGHT-IN COSTS	--	
561.	SUBLET LABOR	--	
570.	COST OF LABOR	--	
A.	GOODS OR SERVICES AVAILABLE	--	
121.	ENDING INVENTORY	--	
598.	COST OF GOODS OR SERVICES SOLD		--
599.	GROSS PROFIT FROM SALES		1696
600.	EXPENSES		
609.	PAID FAMILY LABOR	25	
610.	SALARIES & WAGES	689	
611.	PAYROLL TAXES	69	
612.	ADVERTISING	30	
613.	HEAT	34	
614.	ELECTRICITY	19	
615.	WATER	--	
616.	TELEPHONE	8	
617.	INSURANCE	42	
618.	INTEREST	500	
619.	REPAIR & MAINT. - LAND	7	
620.	REPAIR & MAINT. - BUILDINGS	45	
621.	REPAIR & MAINT. - EQUIPMENT & FIX.	5	
622.	REPAIR & MAINT. - VEHICLES	385	
623.	GAS, OIL & GREASE	1037	
624.	LEGAL & ACCOUNTING	15	
625.	PROPERTY TAXES	83	
626.	CONTRIBUTIONS & DONATIONS	--	
627.	SHOP EXPENSE	--	
628.	OFFICE EXPENSE	--	
629.	ENTERTAINMENT & PROMOTION	--	
630.	DUES & SUBCRIPTIONS	--	
631.	LICENSES	193	

BUSINESS NAME Brown Furniture
DEPARTMENT Truck (Service)

TABLE 9.06 CONTINUED

CODE NO. 23-00-000-001

632.	TRAVEL & CONVENTION		--	
633.	POLICY ADJUSTMENT		--	
635.	DEPRECIATION - BUILDINGS	74		
636.	DEPRECIATION - EQUIP. & FIX.	-		
637.	DEPRECIATION - VEHICLES	930		
634.	DEPRECIATION TOTAL		1004	
638.	BAD DEBTS		--	
639.	RENT		--	
640.	CASH SHORT/LONG		--	
641.	MISCELLANEOUS		--	
642.	DELIVERY		--	
643.	POSTAGE		--	
644.	SELLING EXPENSE		--	
645.	EMPLOYEE BENEFITS		--	
646.	TRASH & GARBAGE REMOVAL		--	
647.	BREAKAGE & SPOILAGE		--	
648.	COLLECTION EXPENSE		--	
649.	BANK CHARGES		--	
650.	SUPPLIES		--	
651.	OPEN ACCOUNT		--	
652.	OPEN ACCOUNT		--	
653.	OPEN ACCOUNT		--	
654.	OPEN ACCOUNT		--	
698.	TOTAL EXPENSES & DEDUCTIONS			4190
699.	NET OPERATING PROFIT			(2494)
B.	OTHER BUSINESS INCOME			
480.	INTEREST INCOME			--
481.	RENTAL INCOME			--
482.	ROYALTIES INCOME			--
490.	PURCHASE DISCOUNTS			--
491.	VOLUME DISCOUNTS			--
492.	OTHER			545
397.	NET PROFIT			(1949)
C.	SUPPLEMENTARY MANAGEMENT INFORMATION			
D.	TOTAL HOURS OF LABOR REQUIRED			350
E.	TOTAL INVESTMENT REQUIRED			$3863
F.	DEPARTMENTAL PROFIT PER WORKER UNIT			($13856)
G.	DEPARTMENTAL PROFIT PER $1000 INVESTED			($646)
H.	DEPARTMENTAL PROFIT PER $100 OF TOTAL COST			($60)
I.	RATIO OF NET PROFIT TO NET SALES			(147%)

CE 004 650